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Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Budget for the support account for peacekeeping operations for the period from 1 July 2008 to 30 June 2009

Report of the Secretary-General

Summary

The present report contains the budget for the support account for peacekeeping operations for the period from 1 July 2008 to 30 June 2009, which amounts to $287,651,700 and provides for a total of 1,278 posts (1,122 continuing posts, 76 new posts, including 15 posts transferred from the peacekeeping missions, and 80 general temporary assistance positions converted to posts).

Financial resources

(Thousands of United States dollars. Budget period is from 1 July to 30 June)

Category	*Expenditures (2006/07)* *(1)*	*Apportionment (2007/08)* *(2)*	*Cost estimates (2008/09)* *(3)*	*Variance* *Amount* *(4)=(3)−(2)*	*Percentage* *(5)=(4)÷(2)*
I. Post resources	113 072.5	151 925.2	186 812.9	34 887.7	23.0
II. Non-post resources					
General temporary assistance	23 309.6	17 749.5	11 924.5	(5 825.0)	(32.8)
Consultants	3 827.0	4 710.7	7 282.8	2 572.1	54.6
Official travel	9 742.4	11 189.3	15 025.3	3 836.0	34.3
Facilities and infrastructure	13 875.7	20 860.8	28 283.0	7 422.2	35.6
Communications	1 706.1	1 989.0	3 219.1	1 230.1	61.8
Information technology	9 578.1	18 960.0	19 980.2	1 020.2	5.4
Medical	511.1	310.8	116.1	(194.7)	(62.6)
Other supplies, services and equipment	2 073.9	2 814.6	15 007.8	12 193.2	433.2
Subtotal II	**64 623.9**	**78 584.7**	**100 838.8**	**22 254.1**	**28.3**
Total I and II	**177 696.4**	**230 509.9**	**287 651.7**	**57 141.8**	**24.8**
Staff assessment income	18 239.5	21 277.6	26 997.3	5 719.7	26.9
Net requirements	**159 456.9**	**209 232.3**	**260 654.4**	**51 422.1**	**24.6**

Human resources

		2008/09			
Category	Approved 2007/08 (1)	Re-established posts[a] (2)	Change (3)	Total proposed 2008/09 (4)	Rejustified (5)
Professional and above					
Under-Secretary-General	—	—	—	—	—
Assistant Secretary-General	—	—	—	—	—
D-2	7	—	1	8	—
D-1	22	1	2	25	—
P-5	97	1	8	106	—
P-4	329	11	34	374	—
P-3	253	33	20	306	—
P-2/P-1	27	—	3	30	—
Subtotal	**735**	**46**	**68**	**849**	—
General Service and other					
Principal level	26	1	—	27	—
Other level	348	8	16	372	—
National	10	8	(5)	13	—
Field Service	—	—	12	12	—
Security Service	3	—	2	5	—
Subtotal	**387**	**17**	**25**	**429**	—
Total	**1 122**	**63**	**93**	**1 278**	—

[a] OIOS positions approved under general temporary assistance for 2007/08.

The action to be taken by the General Assembly is set out in section IV of the present report.

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* Follow-up action taken to implement the requests of the General Assembly in its resolution 61/279 are contained in the report of the Secretary-General dated 13 March 2008 (A/62/741).

Abbreviations**

ACABQ	Advisory Committee on Administrative and Budgetary Questions
AMIS	African Union Mission in the Sudan
AMISOM	African Union Mission to Somalia
ASG	Assistant Secretary-General
AU	African Union
BINUB	United Nations Integrated Office in Burundi
BOA	Board of Auditors
BONUCA	United Nations Peacebuilding Support Office in the Central African Republic
CAO	Chief Administrative Officer
CNMC	Cameroon-Nigeria Mixed Commission
COE	contingent-owned equipment
DAC	Development Assistance Committee
DDR	disarmament, demobilization and reintegration
DfID	Department for International Development
DFS	Department of Field Support
DM	Department of Management
DPA	Department of Political Affairs
DPI	Department of Public Information
DPKO	Department of Peacekeeping Operations
DSS	Department of Safety and Security
EBA	enterprise budget application
ECA	Economic Commission for Africa
ECCAS	Economic Community of Central African States
ECM	enterprise content management
ECOWAS	Economic Community of West African States
EFMS	electronic fuel management system
EOSG	Executive Office of the Secretary-General
ERP	enterprise resource planning
e-STARS	electronic storage, tracking, archival and retrieval system
EU	European Union

** Owing to the length of the present report and the amount of technical detail provided, the list includes abbreviations not normally used in United Nations documents.

FPMS	field personnel management system
FS	Field Service
GIS	geographic information system
GS	General Service
GS (OL)	General Service (Other level)
GS (PL)	General Service (Principal level)
GTA	general temporary assistance
HCC	Headquarters Committee on Contracts
ICRC	International Committee of the Red Cross
ICT	information and communications technology
ICTD	Information and Communications Technology Division
IT	information technology
ILO	International Labour Organization
IMF	International Monetary Fund
IMIS	Integrated Management Information System
IPSAS	International Public Sector Accounting Standards
ISS	Integrated Support Services
ITSD	Information Technology Services Division
LAN	local-area network
LCC	local committee on contracts
LRA	Lord's Resistance Army
MINURCAT	United Nations Mission in the Central African Republic and Chad
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSTAH	United Nations Stabilization Mission in Haiti
MINUTAC	United Nations Mission in Chad and the Central African Republic
MONUA	United Nations Observer Mission in Angola
MONUC	United Nations Organization Mission in the Democratic Republic of the Congo
NATO	North Atlantic Treaty Organization
NGS	national General Service
OCSS	Office of Central Support Services
ODS	Official Document System
OHCHR	Office of the United Nations High Commissioner for Human Rights
OHRM	Office of Human Resources Management

OIOS	Office of Internal Oversight Services
OLA	Office of Legal Affairs
OLC	Office of the Legal Counsel
OMB	Office of the United Nations Ombudsman
OMS	Office of Mission Support
ONUB	United Nations Operation in Burundi
OO	Office of Operations
OPICS	Operations Processing Integrated Control System
OPPBA	Office of Programme Planning, Budget and Accounts
OUSG	Office of the Under-Secretary-General
PABX	private automatic branch exchange
PBPS	Peacekeeping Best Practices Section
SDS	strategic deployment stocks
SHIRBRIG	Standby High-Readiness Brigade
SMART	Senior Mission Administrative Resource Training
SRSG	Special Representative of the Secretary-General
SSR	security sector reform
SWIFT	Society for Worldwide Interbank Financial Telecommunication
UNAMA	United Nations Assistance Mission in Afghanistan
UNAMI	United Nations Assistance Mission for Iraq
UNAMID	African Union-United Nations Hybrid Operation in Darfur
UNAMSIL	United Nations Mission in Sierra Leone
UNDOF	United Nations Disengagement Observer Force
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNIFIL	United Nations Interim Force in Lebanon
UNIIIC	United Nations International Independent Investigation Committee
UNIOSIL	United Nations Integrated Office in Sierra Leone
UNLB	United Nations Logistics Base at Brindisi, Italy
UNMEE	United Nations Mission in Ethiopia and Eritrea

UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMIN	United Nations Mission in Nepal
UNMIS	United Nations Mission in the Sudan
UNMISET	United Nations Mission of Support in East Timor
UNMIT	United Nations Integrated Mission in Timor-Leste
UNMOGIP	United Nations Military Observer Group in India and Pakistan
UNOCI	United Nations Operation in Côte d'Ivoire
UNOG	United Nations Office at Geneva
UNOGBIS	United Nations Peacebuilding Support Office in Guinea-Bissau
UNOMIG	United Nations Observer Mission in Georgia
UNON	United Nations Office at Nairobi
UNOSEK	Office of the Special Envoy of the Secretary-General for the future status process for Kosovo
UNOTIL	United Nations Office in Timor-Leste
UNOV	United Nations Office at Vienna
UNOWA	United Nations Office for West Africa
UNPOS	United Nations Political Office for Somalia
UNRCCA	United Nations Regional Centre for Preventive Diplomacy for Central Asia
UNSAS	United Nations Standby Arrangements System
UNSCO	Office of the United Nations Special Coordinator for the Middle East Peace Process
UNTAET	United Nations Transitional Administration in East Timor
UNTOP	United Nations Tajikistan Office of Peacebuilding
UNTSO	United Nations Truce Supervision Organization
UNV	United Nations Volunteers
USG	Under-Secretary-General
WAN	wide-area network
WFP	World Food Programme
WHO	World Health Organization

I. Introduction

A. Level of peacekeeping resources and the support account

1. As shown in table 1 below, there has been a significant increase in the scope of peacekeeping activities over the last five years (2003/04 to 2007/08). The number of military and police personnel in United Nations peace operations has grown from 56,200 in 2003/04 to a projected number of 108,200 in 2008/09, representing an almost twofold increase. The range of peacekeeping activities has broadened in scope, dimension and complexity, from the smaller, more traditional peacekeeping missions to the establishment of large, complex, integrated and multidimensional ones. Compared to the 2003/04 period, the total peacekeeping budget level in the 2008/09 period is expected to almost triple, from $2.8 billion to $7.6 billion (including UNLB and the support account), although the number of active peacekeeping missions in 2007/08 compared to 2003/04 increased by 1 only, to 17 missions including UNTSO and UNMOGIP. The number of special political and peacebuilding missions has also increased, from 11 in 2003/04 to 17 in 2007/08, and they currently include such complex operations as UNAMA, UNAMI and the recently established UNMIN.

2. During the 2007/08 period, the Security Council established UNAMID, the largest and most challenging peacekeeping operation the United Nations has undertaken to date, and MINURCAT, another unique and highly complex operation supported by the European Union military force. With the introduction of the hybrid framework, these operations will be especially challenging, as both call for intensive collaboration with partner organizations. Pursuant to its expanded mandate approved by the Council in 2006/07, UNMIS continued to provide support (until the establishment of UNAMID) to the planned United Nations operation in Darfur through the deployment of heavy and light support packages in support of AMIS.

3. With the sustained surge in United Nations peacekeeping, DPKO currently manages 20 field missions worldwide, comprising over 140,000 military, police and civilian personnel. DFS provides administrative and logistical support to an additional 16 other field-based presences. Despite a significant strain placed on the staff of the Secretariat given the growth, dynamism and increasing complexity of United Nations peacekeeping and the environment in which it operates, the Secretariat has been able to achieve the majority of its planned outputs and has demonstrated progress in the attainment of all the expected accomplishments, as detailed in the performance report on the support account for 2006/07 (A/62/766 and Add.1).

4. With additional resources provided by the General Assembly for the support account over the past five years, the budget of the account has grown from 743 posts and an approved budgetary level of $112.1 million in 2003/04 to 1,122 posts and an approved budgetary level of $230.5 million in 2007/08, with a proposed staffing level of 1,278 posts and a budget of $287.7 million for 2008/09. At the same time, as shown in table 2 below, the growth in the support account requirements as a percentage of total and projected (2008/09) resources for peacekeeping operations, including UNLB, remained at approximately 4 per cent.

5. The General Assembly, in its resolution 61/279, recognizing the need to strengthen the capacity of the Organization at Headquarters to mount and sustain

peacekeeping operations, approved additional resources to meet the challenges of the continued growth of such operations and the increased complexity of their mandates.

6. As recapitulated in section III of the preliminary report of the Secretary-General on the status of implementation of General Assembly resolution 61/279 (A/62/741), the Assembly approved the restructuring of DPKO into two Departments, with the establishment of a new DFS; establishment of the Office of Rule of Law and Security Institutions, integrating police, judicial, corrections, DDR, mine action and security sector reform structures; reconfiguration of the Africa Division in OO into two divisions; establishment of integrated operational teams comprising political officers and military, police and support specialists, and led by senior officers of the regional divisions of OO; and the creation of a Policy, Evaluation and Training Division.

7. The General Assembly also approved the creation of new capacities, including a Public Affairs Unit in OUSG, an Integrated Mission Planning Cell in OO, a security sector reform capacity in the Office of Rule of Law and Security Institutions, and evaluation and partnership capacities in the Policy, Evaluation and Training Division.

8. In addition, the General Assembly supported the strengthening of senior management. It approved the creation of the post of ASG for Rule of Law and Security Institutions, upgrading the Military Adviser position to the level of ASG to head the Office of Military Affairs, the creation of the posts of Chief of Staff and Director for Policy, Evaluation and Training, and second Director for the Africa II Division for DPKO. The Assembly also approved the creation of posts of Under-Secretary-General for Field Support and Directors for the upgraded Field Personnel Division and Field Budget and Finance Division within DFS. Moreover, capacity was strengthened at the working level in most areas of both Departments, as well as in other departments and offices of the Secretariat funded through the support account.

9. As mentioned in paragraph 6 above, the General Assembly approved the establishment of integrated operational teams, which constitute the primary structure for integration between DPKO and DFS in the daily planning, direction, management and support of peacekeeping operations. They also serve as the principal entry point at Headquarters for Member States, military and police-contributing countries, as well as for United Nations and external partners. With 25 of the 42 specialist posts approved by the Assembly for the integrated operational teams and with an additional 12 specialist posts approved by the Assembly for the teams in support of UNAMID, UNMIS and MINURCAT for 2007/08, 6 of the 7 proposed teams were created, including the early establishment in October 2007 of an Integrated Operational Team for Darfur.

10. The experience of the Integrated Operational Team for Darfur, which has proven to be a more effective, efficient and responsive mechanism for strategic guidance and management support to UNAMID than previous arrangements, will be taken into account in the further refinement of the team's modus operandi and will form the basis for the resource proposals in respect of the integrated operational teams to be submitted to the General Assembly in the context of the proposed 2009/10 support account budget.

11. Notwithstanding the additional resources provided by the General Assembly to strengthen the capacity of the Secretariat to manage and sustain peacekeeping operations, the establishment by the Security Council of UNAMID and MINURCAT, subsequent to the adoption by the Assembly of its resolution 61/279, resulted in a significant increase in the workload of all departments and offices funded through the support account, stretching beyond limit their capacity to provide effective and efficient substantive, administrative and logistical support to peacekeeping operations. Accordingly, the proposed 2008/09 support account budget includes proposals for the additional resources to address challenges of the continuing growth in the scale, scope and complexity of peacekeeping, as summarized in section I.B of the present report.

12. Resource requirements of DPKO and DFS reflect the implementation of decisions taken by the General Assembly in its resolution 61/279, as well as recommendations of ACABQ contained in its report (A/61/937) and recommendations of BOA contained in its report on the peacekeeping operations accounts for the 2005/06 period (A/61/5 (Vol. II)). Furthermore, as indicated in section IV.A of the preliminary report of the Secretary-General on the status of implementation of resolution 61/279 (A/62/741), through the internal five-year reform programme of DPKO and DFS, entitled "Peace Operations 2010", the Departments are addressing complementary areas that also require priority attention if United Nations peacekeeping is to continue learning and adapting to evolving challenges, strengthening its expertise and maintaining clarity of purpose. These include doctrine, personnel, partnerships, organization and resources. Progress in the implementation of the reform programme is outlined in reports to the Special Committee on Peacekeeping Operations (A/61/668 and Add.1 and A/62/627 and Add.1) and in the overview report on the financing of the United Nations peacekeeping operations (A/62/727).

13. The support account resource requirements of DPKO and DFS for 2008/09 include provisions related to the expansion of peacekeeping operations in connection with the establishment of UNAMID and MINURCAT and reflect the following priorities:

(a) Strengthening of the public information capacity of the two Departments in order to better inform Member States and the general public, and increase the scope of support to public information components in peacekeeping operations;

(b) Strengthening of the capacity of OO to support peacekeeping operations in the Middle East region;

(c) Strengthening of the programme evaluation and risk management capacity of DPKO and DFS, as well as improved responsiveness to the audit observations and recommendations and Boards of Inquiry findings;

(d) Expansion of training programmes tailored to the specific needs of peacekeeping personnel, including senior mission staff;

(e) Further strengthening of the capacity of DFS to backstop peacekeeping operations in the formulation of the budget and performance reports, as well as manage contingent-owned equipment claims and provide operational support in the area of finance (Field Budget and Finance Division);

(f) Further strengthening of the capacity of DFS in the development and roll-out of peacekeeping operations human resources action plans and recruitment and outreach activities (Field Personnel Division);

(g) Improved assets management, strengthened backstopping of air and surface transport operations and management of the aircraft and vehicle fleet in peacekeeping operations, development of an interactive global peacekeeping geo-database and improved logistical backstopping to the field missions (Logistics Support Division);

(h) Implementation of information technology initiatives to backstop disaster recovery and business continuity systems in the field and development of an enterprise information portal, implementation and/or enhancement of enterprise identity management, strategic peace operations risk assessment, strategic oversight, misconduct oversight, aviation management, electronic fuel accounting and ration management systems, and continuing support to the implementation of the enterprise talent management system;

(i) Reviews of fuel operations and vehicle systems contracts, and a technical compliance review of aviation quality assurance to ensure enhanced backstopping support to peacekeeping operations in these areas.

14. Further detailed information on the initiatives undertaken by DPKO and DFS is provided in the preliminary report of the Secretary-General on the status of implementation of General Assembly resolution 61/279 (A/62/741) and in the overview report on the financing of peacekeeping operations (A/62/727).

15. Support account resource requirements of DM will provide additional capacity for the Department to support the newly established UNAMID and MINURCAT and to continue implementation of the following priorities:

(a) Support to the establishment and institutionalizing of capacity for continuous business process reviews and improvements;

(b) Further strengthening of the procurement function, including the Procurement Division and HCC;

(c) Further strengthening of the capacity of OPPBA to ensure the timely processing of accounting transactions and progress in the development of new accounting policies in preparation for the implementation of IPSAS (Accounts Division); timely processing of peacekeeping assessments of Member States, payments and credit returns (Contributions Service); improvement of health and life insurance services to peacekeeping personnel (Contributions Service); and improved management of investments (Treasury);

(d) Further strengthening of the capacity of OHRM to support outreach activities, recruitment of personnel for, and provision of policy advice on human resources management issues to DPKO and DFS;

(e) Expansion of HIV/AIDS training programmes for peacekeeping personnel;

(f) Further development of information technology tools, such as the peacekeeping enterprise budgeting application (OPPBA), continuing implementation and refinement of learning management and document management systems and a Web-based reporting and human resources data repository system (OHRM).

16. Support account requirements of OIOS reflect proposals contained in the report of the Secretary-General on strengthening investigations (A/62/582) and are without prejudice to such decisions as the General Assembly may wish to take on the restructuring of the Investigations Division of the Office. In addition, the proposed budget for OIOS includes the transfer from UNAMID and MINURCAT of 15 Resident Auditor posts approved by the Assembly in the context of the two missions' 2007/08 budgets, owing to the establishment of these missions after the approval by the Assembly of the 2007/08 support account budget for OIOS.

17. The proposed 2008/09 support account budget for OLA provides for the further strengthening of OLC and of the General Legal Division to improve capacity to cope with the continuing significant increase in the number and complexity of demands for legal advice and assistance arising from procurement activities of peacekeeping missions, from claims and litigation related to peacekeeping operations, and in respect of institutional arrangements for peacekeeping.

18. The proposed strengthening of DSS will enable it to expand its training programmes in support of peacekeeping operations.

Table 1

Overview of financial and human resources for peacekeeping operations from 2000 to 2009

(Millions of United States dollars)

	2000/01 Brahimi I	*2001/02 Brahimi II*	*2002/03*	*2003/04*	*2004/05*	*2005/06*	*2006/07*	*2007/08*	*2008/09 (projected)*
Budget levels									
Peacekeeping missions	2 566.3	2 674.5	2 502.2	2 690.0	4 277.3	4 838.9	5 174.6	6 468.2	7 048.0
UNLB	9.3	8.9	14.3	22.2	28.4	31.5	35.5	40.4	45.8
Support account	59.9	89.7	100.9	112.1	121.6	146.9	189.0	230.5	287.7
Strategic deployment stocks	—	—	141.5	—	—	—	—	—	
Total	**2 635.5**	**2 773.1**	**2 758.9**	**2 824.3**	**4 427.3**	**5 017.3**	**5 399.1**	**6 739.1**	**7 380.9**
Number of missions									
Peacekeeping missions	16	14	14	16	15	17	16	17	17
Special political missions	8	10	12	11	15	16	17	17	17
Number of personnel									
Military and police personnel authorized by the Security Council	38 500	47 883	44 743	56 249	67 751	73 221	84 737	113 128	108 167
Support account posts	562	687	702	743	761	831	819	1 122	1 278

Table 2
Support account and budget levels for peacekeeping operations from 2000 to 2009
(Millions of United States dollars)

	2000/01 Brahimi I	2001/02 Brahimi II	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09 (projected)
Budget levels									
Peacekeeping missions and UNLB	2 575.6	2 683.4	2 516.5	2 712.2	4 305.7	4 870.4	5 210.1	6 508.6	7 093.8
Support account	59.9	89.7	100.9	112.1	121.6	146.9	189.0	230.5	287.7
Support account as a percentage of peacekeeping missions and UNLB budgets	**2.3**	**3.3**	**4.0**	**4.1**	**2.8**	**3.0**	**3.6**	**3.5**	**4.1**

B. Analysis of resource requirements

19. As indicated in paragraph 16 above, the 2008/09 support account budget includes resource requirements arising from the proposed restructuring of the Investigations Division of OIOS, without prejudice to such decisions as the General Assembly may wish to take in this matter. Pursuant to Assembly resolution 62/228 on the administration of justice at the United Nations and section XX of its resolution 62/238, the proposed budget includes resource requirements related to the peacekeeping share of the costs of the new system of administration of justice, as well as six posts approved for the Office of the United Nations Ombudsman for deployment to MONUC and UNMIS. Furthermore, pursuant to Assembly resolution 62/234 on the reports of OIOS and financing of the Procurement Task Force, the 2008/09 budget reflects requirements for the peacekeeping share of the financing of the Task Force for the period from 1 July to 31 December 2008. The proposed support account budget also includes requirements related to the projected 2008/09 after-service health insurance costs of the current peacekeeping retirees.

20. Pending consideration by the General Assembly of the Secretary-General's proposals contained in his reports concerning information and communications technology as it relates to enterprise systems (A/62/510), security, disaster recovery and business continuity (A/62/477), and the status of the development of an information and communications technology governance framework (A/62/502), the proposed budget does not include resource requirements for the implementation of the enterprise resource planning, enterprise content management and enterprise customer relationship systems as they relate to peacekeeping. At the same time, the budget includes provisions for the ongoing development of enterprise information technology projects commenced during the 2007/08 period.

21. In paragraph 33 of its resolution 62/87 on the capital master plan, the General Assembly requested the Secretary-General to submit to the Assembly comprehensive information on the availability and cost of and the movement of staff to the hired swing space and to ensure that such space will be available to the United Nations as long as it is required and will entail no additional cost or further staff dislocation, bearing in mind the unique nature of the capital master plan. Pending submission of comprehensive information requested by the Assembly and

determination of full costs related to the movement of staff to the hired swing space, the proposed 2008/09 support account budget does not include requirements related to the relocation of staff.

22. Pending consideration by the General Assembly of the report of the Secretary-General on the comprehensive analysis of the Office of Military Affairs of DPKO (A/62/752) and associated resource requirements, the proposed 2008/09 support account budget reflects requirements of the Office based on its 2007/08 staffing levels approved by the Assembly.

23. The increase of $57,141,800 in the proposed level of the support account requirements for 2008/09, representing a 24.8 per cent increase over resources approved for 2007/08, is attributable mainly to the proposed establishment of 156 new posts, including the conversion to posts of 80 general temporary assistance positions, combined with the increase in standard salary costs and the application of a 4.9 per cent vacancy rate to all continuing posts as opposed to the 50 per cent delayed recruitment factor applied to the new posts approved for 2007/08. The increase under the post requirements amounts to $34,887,700, representing a 23.0 per cent increase over the approved support account post resources for 2007/08, and accounts for 61.1 per cent of the total proposed increase in support account requirements for 2008/09.

24. With regard to non-post resources, the net increase of $22,254,100 represents an increase of 28.3 per cent over the approved 2007/08 support account non-post resources and is attributable to increased requirements under the consultants, travel, facilities and infrastructure, communications, information technology and other supplies, services and equipment classes of expenditure, partially offset by reduced requirements under general temporary assistance and medical services classes of expenditure. The net increase under non-post requirements accounts for 38.9 per cent of the total proposed increase in support account requirements for 2008/09.

25. The increase under the consultants class of expenditure ($2,572,100, or 54.6 per cent) is attributable primarily to requirements for the engagement of consultants in connection with the analysis and provision of recommendations regarding new accounting policies in preparation for the adoption of IPSAS and the development and conduct of IPSAS-related training programmes aimed at providing awareness and conceptualization training of peacekeeping staff.

26. The increase under the travel class of expenditure ($3,836,000, or 34.3 per cent) is due to increased requirements for travel by Headquarters staff in all departments and offices in support of peacekeeping operations, including needs assessment, provision of advice and evaluation of substantive and support activities, consultations, and technical and logistical support in all support areas, as well as to conduct training of peacekeeping personnel, as well as increased travel requirements of OIOS owing to the investigators' travel to peacekeeping missions from the three regional hubs (New York, Nairobi and Vienna), following the proposed reorganization of the Investigations Division.

27. The increased requirements under the facilities and infrastructure class of expenditure ($7,422,200, or 35.6 per cent) are attributable primarily to increased rental costs and to the proposed establishment of additional posts necessitating additional provisions for office space.

28. The increase in requirements under the communications class of expenditure ($1,230,100, or 62 per cent) is attributable to provisions made for DFS for the maintenance of the satellite Earth station installed at United Nations Headquarters in New York and acquisition of associated specialized equipment.

29. Increased requirements under the information technology class of expenditure ($1,020,200, or 5 per cent) are attributable primarily to provisions made for equipment (servers, videoconferencing equipment, digital senders) and software for the proposed three regional investigations hubs of OIOS.

30. The increase in requirements under the other supplies, services and equipment class of expenditure ($12,193,200, or 433 per cent) is attributable mainly to the provisions made for the Procurement Task Force (OIOS), the peacekeeping share of the new administration of justice costs and the projected after-service health insurance costs in respect of the current peacekeeping retirees.

31. The projected additional requirements are offset by reduced provisions for general temporary assistance owing mainly to the proposed conversion to posts of 63 general temporary assistance positions approved for the Investigations Division of OIOS for 2007/08, as well as by reduced requirements for medical supplies (Medical Services Division, OHRM).

C. Analysis of consultancy requirements

32. The table below shows the budgetary levels for consultants from 2002/03 to 2008/09. All requirements for consultants have been carefully analysed and reviewed on a case-by-case basis, based primarily on (a) whether the study/review/report has been mandated by a legislative body, (b) whether the study/review/report has been recommended by OIOS and/or BOA, (c) whether the requirement and the related output are associated with the results-based budgeting framework and (d) cases where in-house expertise is not available, in particular with regard to information systems expertise.

Budgetary provision under consultants

(Thousands of United States dollars)

	2004/05 approved	*2005/06 approved*	*2006/07 approved*	*2007/08 approved*	*2008/09 proposed*	*Five-year average*
Consultancies	1 441	1 768	4 666	4 711	7 283	4 688
Increase (percentage)	—	22.7	163.9	1.0	54.6	55.04
Support account total	121 610	146 935	189 017	230 510	287 616	209 763
Increase (percentage)	—	20.8	28.6	34.6	24.8	23.1
Consultancies as a percentage of the support account	1.2	1.2	2.5	2.2	2.5	1.78

33. Provisions for consultants have been made for the following Departments:

(a) DPKO and DFS, for the review of substantive areas that are of critical concern to the Organization and that would have an impact on the overall effective management of peacekeeping operations, including comprehensive mission assessment and evaluation and recommendations on remedial actions; review of fuel operations and vehicle systems contracts, aviation quality assurance and technical compliance review; and delivery of specialized training programmes and development of training products for the substantive areas of peacekeeping operations;

(b) DM, for services related to the financial disclosure programme, continued implementation and refining of learning management, e-staffing, document management reporting and data repository systems; support in the development of IPSAS-related policies and procedures and IPSAS awareness and conceptual training of peacekeeping staff; and on-line procurement manual update, recommendations on best practices related to anti-corruption measures, upgrading of a secure communications system, initial implementation of expanded HIV/AIDS training programmes.

D. Results-based budgeting

34. The principles of results-based budgeting, using a logical framework that defines and links objectives, expected accomplishments, outputs and inputs, have been applied. The expected accomplishments have been reviewed and revised accordingly.

E. Budget parameters

Posts

35. The average 2006-2007 and 2008-2009 standard salary costs for New York have been applied to all posts at United Nations Headquarters and the average of 2006-2007 and 2008-2009 standard salary costs for Vienna and Nairobi have been applied to posts at the regional investigation hubs in Vienna and Nairobi, respectively. A staff turnover factor of 4.9 per cent has been applied to all continuing Professional posts and 1.5 per cent to the General Service and related categories. For new posts, a delayed recruitment factor of 50 per cent and 35 per cent has been applied to Professional and General Service and Other level posts, respectively. For OIOS, a 25 per cent staff turnover factor has been applied to continuing Professional posts and a 50 per cent delayed recruitment factor has been applied to new posts. A 50 per cent delayed recruitment factor has been applied to new requests for general temporary assistance positions of 12 months' duration. With regard to the Resident Auditor posts in peacekeeping missions, the relevant mission-specific salary costs by category and grade level, and turnover factors based on past performance have been applied.

Non-post resources

36. Following the OIOS report on the audit of the standard costs applied to Headquarters overhead (A/60/682), the Secretariat has reviewed the standard costs and has, to the extent possible, applied the revised rates in the formulation of the requirements under recurrent costs, such as office supplies and equipment, commercial communications costs (fax and telephone charges) and service-level agreements for information technology maintenance, and under non-recurrent costs,

such as the purchase of furniture and office equipment, including computers, and alterations/improvements for newly proposed posts in the 2008/09 budget.

37. Based on the current market rate for commercial space, it is estimated that the rental rate of $18,706 per staff member per year will be applied to all proposed new posts at New York Headquarters. This is a significant increase from the rate in the 2007/08 financial period, which was $12,100. The change in the rental rate increases the rental budget by approximately $7.0 million to cover higher lease agreements for non-United Nations buildings. The rental of premises in Addis Ababa has been considered, based on the standards applied at ECA headquarters in Addis Ababa. No rental cost has been applied to the OIOS investigative hub in Nairobi; however, rental of premises has been considered and estimated for the investigative hub in Vienna, as rent-free accommodation is no longer expected to be provided. In addition to the rental costs, alteration and improvements are budgeted at a rate of $23,400, which is unchanged from the rate applied in the 2007/08 financial period.

38. Provision for the maintenance of information technology equipment is based on the Information Technology Services Division updated standard service level agreements A, B and C of, respectively, $1,800, $900 and $700 per staff member.

39. A standard desktop computer is provided for all new posts and, pursuant to resolution 59/296 (sect. XXI, para. 6), the ratio of printers to desktop computers of 1:4 has been applied for all new staff as well as for the replacement of existing printers. Provision for the purchase of new desktop computers and laptops is based on the updated average costs of $1,100 and $1,600 per unit, respectively, of the Communications and Information Technology Service while a standard provision of $3,000 has been applied for network printers.

40. Commercial communications costs are budgeted at office-specific average rates of between $1,000 and $1,400 per staff member, based on past expenditure trends, as recommended by OIOS (A/60/682, para. 67, recommendation 8). Updated standards for the provision for non-recurrent costs of purchase of furniture and communications equipment have been applied to all new posts. Requirements for office supplies, rental of office equipment, furniture, communications services, supplies and equipment, information technology services and supplies and equipment for DPKO and DFS, as well as for DM are shown at the overall departmental level.

F. Information on rejustification and reclassification of posts

41. The General Assembly, in paragraph 12 of its resolution 58/298, requested information with respect to posts that will have been vacant for at least 12 months by 30 June of a given year. In accordance with that decision, the number of posts rejustified for the 2005/06 period is shown in the human resources requirements table of each office. Rejustification of posts is included under the analysis of resource requirements. No posts are projected to be vacant for 12 months as at 30 June 2008.

42. In paragraph 19 of its resolution 57/318, the General Assembly requested the Secretary-General to include in the next support account report information on details of reclassification upward and downward of posts, as well as the breakdown

of appointments to posts reclassified upward, as between internal and external candidates for the previous two years and annually thereafter.

43. Two reclassifications were proposed for 2007/08 (one in ICTD, and one under EOSG). In the 2008/09 budget, two reclassifications are proposed in Treasury and one in the Executive Office of OIOS.

II. Proposed staffing

Proposed staffing by Department/Office, 2008/09

Department/Office	Approved 2007/08 staffing	Re-established posts	Proposed changes 2008/09			Proposed 2008/09 staffing
			Transfers out	Transfers in	New posts	
DPKO	374	—	—	—	10	384
DFS	417	—	—	—	26	443
OIOS	94	63	—	15	2	174
DM	189	—	—	—	32	221
EOSG	7	—	—	—	—	7
OMB	8	—	—	—	—	8
Ethics Office	—	—	—	—	—	—
OLA	11	—	—	—	6	17
DPI	4	—	—	—	—	4
DSS	18	—	—	—	2	20
Total	**1 122**	**63**	**—**	**15**	**78**	**1 278**

Proposed new posts by Department/Office

Department/Office	New posts			Total new posts (percentage)
	Professional and above	General Service	Total	
DPKO	7	3	10	6.4
DFS	21	5	26	16.7
OIOS	63	17	80	51.3
DM	17	15	32	20.5
EOSG	—	—	—	—
OMB	—	—	—	—
OLA	6	—	6	3.8
DPI	—	—	—	—
DSS	—	2	2	1.3
Total	**114**	**42**	**156**	**100**

III. Results-based frameworks and analysis of resource requirements

A. Department of Peacekeeping Operations

1. Office of the Under-Secretary-General

(a) Results-based framework

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Public image and general knowledge about United Nations peacekeeping is enhanced and improved among targeted audiences and constituencies 1.2 Troop-contributing countries are kept informed of operational developments in peacekeeping missions

Outputs

Public Affairs Unit

- Comprehensive public opinion survey conducted within key troop-contributing countries, force-contributing countries and host communities to assess popular perceptions of United Nations peacekeeping operations
- In cooperation with DPI, reorganization, redesign and standardization of the DPKO public website and Intranet portals
- Major multimedia exhibition created and mounted at United Nations Headquarters on the occasion of the sixtieth anniversary of United Nations peacekeeping (2008)
- Monthly DPKO press briefings by senior staff established; 20 background briefings and off-the-record meetings and discussions with media representatives and opinion-makers are held
- 200 outreach activities, such as lectures, discussions and presentations on peacekeeping issues at conferences, seminars and other public forums
- Three new project-specific external partnerships initiated to facilitate non-traditional public outreach

Situation Centre

- Troop-contributing countries are promptly informed of casualties among uniformed personnel serving in peacekeeping operations
- 50 verbal and written operational briefings to troop-contributing countries

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Public information components of United Nations peacekeeping operations are deployed quickly and effectively with necessary resources and staff to carry out the strategic communications objectives

Outputs

Public Affairs Unit

- New candidate pools identified and tapped for recruitment for public information posts in field missions

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Majority of surveyed staff note an improvement in internal communications activities; staff are more aware of Departmental priorities and positions on key issues; effective channels for staff feedback established
	3.2 Peacekeeping operations meet mandated tasks as defined in and mandated by Security Council resolutions

Outputs

Front office

- Organization of the 2008 Heads of Mission Conference

Public Affairs Unit

- Comprehensive internal strategy for Department communications designed and launched
- DPKO internal digital newsletter designed, created, launched and maintained
- Public information digital community of practice launched and issued by Public Information Units in the field
- One peacekeeping-themed story per week generated and posted on iSeek
- Weekly summary of peacekeeping-related media trends prepared, including regular analysis of information appearing on Web logs and other non-traditional media sources
- Regular subject-matter expert advice and technical support provided to all missions, as well as Headquarters Integrated Operational Teams, on public information operational issues

Situation Centre

- Conduct of Situation Centre operations 24 hours a day, 7 days a week, as the information hub for peacekeeping, monitoring and reporting on developments in peacekeeping operations and other areas of interest
- Crisis response mechanisms activated through the crisis response cell
- Daily briefing notes provided to senior management and staff
- Special incident reports (flash reports) provided to senior management
- Assessment and evaluation of crisis/security developments in peacekeeping operations
- Revised policy directive on Joint Operations Centres/Joint Mission Analysis Centres
- Field support provided to enhance functioning of the Joint Operations Centres/Joint Mission Analysis Centres
- Enhanced cooperation with NATO and EU Situation Centres; continued support to the AU Situation Room; guidance provided to ECOWAS and ECCAS in establishing situation centres
- Integration of cartographic and GIS information into the DPKO/DFS Intranet

External factors

Member States will provide the necessary political support and resources to implement mission mandates and peacekeeping partners will provide the necessary support and facilitate the flow of information within DPKO and DFS and vis-à-vis external partners

(b) Human resources requirements

Category	*2007/08*	*2008/09*	*Change*	*Rejustified*[a]
Professional and above				
Under-Secretary-General	—	—	—	—
D-2	1	1	—	—
D-1	2	2	—	—
P-5	4	5	1	—
P-4	9	10	1	—
P-3	20	20	—	—
P-2/P-1	4	4	—	—
Subtotal	**40**	**42**	**2**	—
General Service and other				
Principal level	2	2	—	—
Other level	23	23	—	—
Security Service	—	—	—	—
Subtotal	**25**	**25**	—	—
Total	**65**	**67**	**2**	—

[a] In accordance with General Assembly resolution 58/298 (para. 12).

(c) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2006/07) (1)*	*Apportionment (2007/08) (2)*	*Cost estimates (2008/09) (3)*	*Variance* Amount (4)=(3)–(2)	*Variance* Percentage (5)=(4)÷(2)
I. Post resources	7 065.0	8 480.5	9 698.9	1 218.4	14.4
II. Non-post resources					
General temporary assistance	1 776.0	158.0	368.2	210.2	133.0
Consultants	26.7	—	102.0	102.0	—
Official travel	269.6	395.5	445.1	49.6	12.5
Other supplies, services and equipment	81.9	117.2	210.0	92.8	79.2
Subtotal II	**2 154.2**	**670.7**	**1 125.3**	**454.6**	**67.8**
Total I and II	**9 219.2**	**9 151.2**	**10 824.2**	**1 673.0**	**18.3**

(d) Justification of posts

Public Affairs Unit

Public Affairs Officer (P-4)

44. The dramatic ongoing growth in peacekeeping has greatly strained the limited public information capabilities of DPKO and DFS. Media and other public

information requests have grown exponentially for the last several years in a row and leadership both on mission and at Headquarters already spends a great deal of time on public information and communications issues. In recognition of the importance of this critical function, as part of the restructuring and strengthening of the Department, the peacekeeping Public Affairs Unit was established under OUSG, with responsibility for media relations; external relations and partnership; internal communications; and support to public information components in the field.

45. To staff the Unit, one new Senior Public Information Officer post at the P-5 level was approved, while the remainder of the Unit's functions were to be fulfilled through the redeployment of existing Departmental resources (1 P-4, 1 P-2 and 1 GS (OL)). During 2007, the Unit was established and began successfully fulfilling its functions. By the end of 2007 the approved post at the P-5 level was advertised and the candidate was selected and recruited. However, the trend of unprecedented expansion in peacekeeping operations has continued. In 2007/08, in addition to the 18 existing field missions, DPKO and DFS faced the establishment of two of the most complex operations in United Nations history (UNAMID and MINURCAT). This situation has presented the Unit with a huge challenge in keeping up with the increasing flow of public information requests and requirements within its limited existing resources.

46. In order to enable the newly established Public Affairs Unit to continue carrying out its mandated functions effectively and to strengthen the existing structure so as to meet the increased demand, the establishment of an additional post at the P-4 level is proposed.

47. The Public Affairs Officer (P-4) will be responsible for overseeing two of the Unit's four areas of responsibility, that is, internal communications and external relations. The functions of the Unit's two other areas of responsibility, that is, media relations and support to public information components in the field, will be met by utilizing existing Departmental resources.

48. The Public Affairs Officer will be responsible for the following:

(a) External relations: overseeing DPKO and DFS representational activities; responding to external information requests from a variety of constituencies; liaising with external organizations on media affairs issues; identifying potential external partners on public relations projects; assisting with the creation and dissemination of the Departments' external messaging on key peacekeeping issues;

(b) Internal communications: responsibility for dissemination of Departmental messages and guidance from leadership to field operations, the United Nations family and related organizations; coordination of special events, both at Headquarters and in the field; oversight of digital platforms, including the Intranet, mission webpages, DPKO portal and the peacekeeping public website; design and implementation of evaluation mechanisms for all internal communications activities to assess their impact and ensure that messages are reaching the intended recipients.

49. The establishment of this additional post will provide the Unit with much needed increased capacity to fulfil its mandate effectively to oversee and strategically manage the ongoing public affairs activities, to design and implement an effective internal communications operation in support of the Departments' goals and priorities, and to assist in providing timely and substantive support and technical expertise to public information units in field operations. Specifically, the

new post will allow the existing staff member at the P-4 level to focus on media relations and support to public information components in the field, thereby enabling the Senior Public Information Officer to focus on the overall coordination and strategic approach of public affairs, and support DPKO and DFS senior management in this regard. Incumbents of both P-4 posts, with their distinctive areas of responsibility, will report to the Senior Public Affairs Officer.

50. The functions of the proposed post do not duplicate any functions undertaken by DPI and are solely dedicated to the public information activities of DPKO and DFS.

Situation Centre

Security Focal Point (P-5)

51. The Situation Centre functions as the information hub for peacekeeping operations and is responsible for the continuous, uninterrupted monitoring of peacekeeping operations and other related areas of interest, daily information processing and reporting, and real-time incident reporting. In addition, the Centre monitors security developments in peacekeeping operations in cooperation with DSS.

52. While the Under-Secretary-General for Safety and Security is responsible for the executive direction and control of the United Nations security management system and the overall safety and security of United Nations civilian personnel, the Under-Secretary-General for Peacekeeping Operations directs and controls United Nations peacekeeping operations, and formulates policies for peacekeeping operations and operational guidelines based on Security Council mandates, including issues related to the safety and security of uniformed personnel deployed as part of national contingents or in an individual capacity (staff officers, United Nations military observers and police officers). The Security Focal Point will ensure and facilitate the cooperation between DPKO, DFS and DSS on strategic security matters.

53. Within delegated authority, the Security Focal Point will be accountable to the Under-Secretary-General through the Chief of the Situation Centre and will be responsible for the functions set forth below.

54. The Security Focal Point will assist the Chief and act on his/her behalf in exercising strategic oversight of security-related measures for all categories of personnel deployed in field missions. This includes coordination of individually deployed United Nations police officers, military observers and corrections officers, and military members of national contingents or members of formed police units when not deployed with their contingent or unit; coordination with the DPA Security Focal Point to ensure oversight of security-related measures for individual military and police categories of personnel, provided by DPKO and DFS, deployed in DPA-directed missions; liaison on a day-to-day basis with DSS; assistance in the implementation of the guidance on overall security integration to the Integrated Operational Team leaders and team members; interaction with all substantive units in DPKO and DFS, including OO, the Office of Military Affairs, the Office of Rule of Law and Security, the Policy, Evaluation and Training Division, the Field Personnel Division, the Field Budget and Finance Division, and the Logistics

Support Division, to ensure that provisions for the implementation of United Nations security policies are made in a timely and effective manner.

55. Other major United Nations organizations have long-established full-time focal points for security positions in order to provide advice to their Executive Heads and interact with DSS on all relevant policy and procedural matters. Since the establishment of DSS, the workload of the part-time Security Focal Point in DPKO has increased dramatically.

56. Because of the strategic advisory nature of the post, the important personal responsibility that it entails and the fact that the Security Focal Point is expected to interact with DSS at the senior-most level, as well as to represent and speak on behalf of the Under-Secretary-General for Peacekeeping Operations in high-level committees and troop- and police-contributing meetings, it is proposed to establish the posts at the P-5 level.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$9 698.9	$1 218.4	14.4%

57. The provision of $9,698,900 will cover salaries, common staff costs and staff assessment for the 65 continuing posts and the 2 proposed new posts. The variance is attributable to the application of turnover factors (4.9 per cent for Professional staff and 1.9 per cent for General Service staff), to the computation of requirements for the additional posts approved in the 2007/08 period in respect of which delayed recruitment factors of 50 per cent (Professional staff) and 35 per cent (General Service staff) were applied in the 2007/08 budget, as well as to increased standard costs and the proposed establishment of additional posts for the 2008/09 period.

	Cost estimates	*Variance*	
General temporary assistance	$368.2	$210.2	133.0%

Front office

58. An amount of $83,900 is proposed to fund one position at the P-3 level for 12 months under the Information Management Unit to manage the DPKO website and Intranet portals. The incumbent will standardize, redesign, update, maintain, coordinate information for and manage the content of the peacekeeping public website. The proposed Communications Officer would maintain and update the database, ensure the quality of content based upon industry-standard records management procedures; review the content of the database and Intranet, continually to ensure that it is current and reflective of the framework; ensure that the framework and related database are kept up to date; ensure that the Intranet meets the needs of the Department to disseminate policy, guidance and best practices; and run regular training sessions with all departments, partners and missions on the guidance framework and Intranet, demonstrating how it can support their work. The functions described above are not currently performed by another staff member.

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[1] Resource requirements are expressed in thousands of United States dollars.

Public Affairs Unit

59. An amount of $83,900 is proposed to fund one position at the P-3 level for 12 months in the Public Affairs Unit. The Internal Communications Officer will be responsible for the design and implementation of DPKO/DFS internal communications projects and information campaigns. In addition, the incumbent will be responsible for the dissemination of leadership messages, the explanation of such key issues as DPKO/DFS restructuring and the capital master plan, updating field staff on changes at Headquarters, including policies, procedures and doctrine; assisting with the preparation and facilitating the dissemination of intradepartmental messages and guidance; functioning as Departmental focal point on key internal and system-wide communications issues, including identification of upcoming issues/staff needs; ensuring timely and accurate coverage of peacekeeping events; functioning as DPKO/DFS focal point for the DPI/News and Media Division on UN Television/UN Radio projects and programmes, liaising with UNifeed and the News Centre to generate stories on peacekeeping. The functions of the proposed position are unique, do not duplicate any functions undertaken by DPI and are solely dedicated to the public information activities of DPKO/DFS.

Executive Office

60. The proposed amount of $200,400 will provide for 12 months of General Service (Other level) assistance and 8 months of Professional level (P-3) assistance to replace staff on maternity and long-term sick leave within DPKO and DFS. The variance reflects an anticipated increase in the general temporary assistance requirements.

	Cost estimates	*Variance*	
Consultants	$102.0	$102.0	—

61. Provision for consultancies is proposed in order to design and implement effective and targeted communications strategies and obtain an understanding of local public opinion to promote overall staff security. No in-house capacity exists to carry out reliable and scientifically sound public opinion surveys. The subject area of expertise is quantitative and qualitative polling and research. No data currently exists on how key troop and formed police-contributing countries, and host communities perceive United Nations peacekeeping operations. Moreover, DPI is not resourced to conduct United Nations peacekeeping-centred research and analysis of the specific target audiences. The consultancy will provide, in the short term, sound data underpinning communications that will make it possible to communicate more effectively with troop and formed police, and host communities. The long-term improvement is an increased level of commitment owing to more precise understanding of the advantages of contributions to United Nations peacekeeping. In the 2007/08 financial period, no consultancy was required, which accounts for the variance.

	Cost estimates	*Variance*	
Official travel	$445.1	$49.6	12.5%

62. The travel requirements for the 2008/09 period are as follows:

(United States dollars)

Type of travel	*Amount*	*Output reference*
Staff exchange (Executive Office)	134 000	—
Political consultation/ coordination (front office)	68 100	Organization of the 2008 Heads of Missions Conference
Mission planning/assessment/ consultation (front office)	71 000	—
Representational activities	31 000	—
Political consultation/ coordination (Public Affairs Unit)	38 000	—
Seminars/conferences/ workshops (Public Affairs Unit)	13 000	Three new project-specific external partnerships initiated to facilitate non-traditional public outreach
Technical support (Situation Centre)	26 000	Enhanced cooperation with the NATO and EU Situation Centres; continued support to the AU Situation Room; guidance provided to ECOWAS and ECCAS in establishing situation centres
Seminars/conferences/ workshops (Situation Centre)	64 000	Enhanced cooperation with the NATO and EU Situation Centres; continued support to the AU Situation Room; guidance provided to ECOWAS and ECCAS in establishing situation centres Assessment and evaluation of crisis/security developments in peacekeeping operations Crisis response mechanisms activated through the DPKO/DFS Crisis Response Cell Conduct of Situation Centre operations 24 hours a day, 7 days a week, as the information hub for peacekeeping, monitoring and reporting on developments in peacekeeping operations and other areas of interest Field support provided to enhance functioning of the Joint Operations Centres/Joint Mission Analysis Centres
Total	445 100	

63. In the Executive Office, the provision of $134,000 is proposed for travel and daily subsistence allowance costs in relation to the ongoing staff exchange programme, where four staff members from the field will serve at Headquarters for a period of three months each.

64. For the immediate OUSG for Peacekeeping Operations, an amount of $68,100 is proposed for travel of the Under-Secretary-General and Political Affairs Officers to attend meetings and give briefings to Member States and regional organizations, and to attend the Heads of Mission Conference. In addition, an amount of $71,000 is required for the Under-Secretary-General to travel to missions and $31,000 is required for travel to participate in representational activities.

65. The Public Affairs Unit requires $38,000 for travel to developing countries, crucial for public outreach from both a client-base and a force generation perspective. The provision of $13,000 will allow staff to attend conferences, seminars and workshops on public information organized by regional organizations.

66. The amount of $26,000 is proposed for the technical cooperation visit with the EU and NATO/Supreme Headquarters Allied Powers Europe (SHAPE) Situation Centre; the visit to AU headquarters jointly with the EU Situation Centre to evaluate proposals for the upgrade of the AU Situation Room; and visits to ECOWAS and ECCAS headquarters to discuss DPKO support to both organizations in the establishment of monitoring centres.

67. The amount of $64,000 will provide for staff of the Situation Centre to participate in the Situation Centres/Joint Operations Centres Seminar and meetings at the EU Joint Research Centre to discuss the "SitCen Portal Project", the Microsoft technical education training conference, the NATO Civil Emergency Planning/Civil-Military Cooperation and Multinational Crisis Management courses, the Inter-Agency Security Management Network Working Group meeting, the ESRI (GIS and mapping) International User Conference, and the Information Architecture Seminar.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$210.0	$92.8	79.2%

68. An amount of $155,000 is proposed for subscriptions to various magazines, books, journals and periodicals and $20,000 is proposed for online external advertising, $4,000 for results-based budgeting poster kits and $3,000 for shredders and other supplies for the AU peace support team in Addis Ababa. Moreover, $28,000 is proposed to fund three vehicles for the AU Peace Support Team deployed to UNMEE. These costs relate to the cost of fuel, spare parts, maintenance and insurance, which will be provided to the team by UNMEE on a reimbursable basis.

2. Office of Operations

(a) Results-based framework

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Security Council resolutions incorporate recommendations for establishing potential or adjusting existing peacekeeping operations

Outputs

- Letters from the Secretary-General to the President of the Security Council
- 200 substantive notes for the Secretary-General and for other senior officials' Security Council presentations
- 25 consultations with troop-contributing countries
- 45 oral briefings to the Security Council on peacekeeping issues
- 51 weekly briefings and notes to the Security Council on peacekeeping operations
- Provision of advice and background information to the General Assembly and its subsidiary bodies on peacekeeping issues
- Provision of advice to permanent missions to the United Nations, United Nations agencies, the Bretton Woods institutions, international and regional governance and security organizations and non-governmental organizations on peacekeeping issues

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Security Council substantive and time requirements are fulfilled to establish new or adjust existing peacekeeping operations

Outputs

- Integrated planning for potential or adjusted peacekeeping operations
- Integrated and/or issue-specific assessments for potential or adjusted peacekeeping operations

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Peacekeeping missions prepare mandate implementation plans using the revised integrated mission planning process
	3.2 Planning/implementation of 20 bilateral or multilateral field programmes in collaboration with peacekeeping partners

Outputs

- Integrated guidance and/or support to 20 operations on strategic, policy, political and operational matters
- 20 integrated task forces and working groups coordinated on a regular and ongoing basis with internal and external partners for complex, multidimensional peacekeeping operations
- Early warning system and information exchange and coordination mechanisms established between the AU and the United Nations
- Regular guidance and assistance to AU on cross-cutting doctrinal and training issues
- Support by the United Nations and other partners for African capacities development mobilized and coordinated
- Institutional cooperation and/or operational support agreements concluded with regional organizations for joint crisis prevention and response

External factors
Parties to the conflict will cooperate and will be willing to resolve their disputes peacefully. Peacekeeping partners will provide the necessary support. Security environment will permit establishment or continuation of peacekeeping operations

(b) Human resources requirements

Category	*2007/08*	*2008/09*	*Change*	*Rejustified*[a]
Professional and above				
Under-Secretary-General	—	—	—	—
D-2	1	1	—	—
D-1	3	4	1	—
P-5	10	10	—	—
P-4	23	25	1	—
P-3	14	14	1	—
P-2/P-1	5	5	—	—
Subtotal	**56**	**59**	**3**	—
General Service and other				
Principal level	—	—	—	—
Other level	19	21	2	—
Security Services	—	—	—	—
Subtotal	**19**	**21**	**2**	—
Total	**75**	**80**	**5**	—

[a] In accordance with General Assembly resolution 58/298 (para. 12).

(c) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2006/07) (1)*	*Apportionment (2007/08) (2)*	*Cost estimates (2008/09) (3)*	*Variance*	
				Amount (4)=(3)-(2)	*Percentage (5)=(4)÷(2)*
I. Post resources	9 948.8	11 925.1	12 790.0	864.9	7.3
II. Non-post resources					
General temporary assistance	251.4	848.8	684.8	(164.0)	(19.3)
Official travel	839.4	760.1	1 217.0	456.9	60.1
Facilities and infrastructure	—	4.0	5.5	1.5	37.5
Communications	12.0	8.0	11.0	3.0	37.5
Subtotal II	**1 102.8**	**1 620.9**	**1 918.3**	**297.4**	**18.3**
Total I and II	**11 051.6**	**13 546.0**	**14 708.3**	**1 162.3**	**8.6**

(d) Justification of posts

Africa I Division

East Africa team (1 P-4, 1 P-3, 1 GS (OL))

69. In its resolution 1778 (2007), the Security Council authorized the deployment of a multidimensional presence in Chad and north-eastern Central African Republic with a mandate to assist the Government of Chad in ensuring the security of refugee and internally displaced persons locations in the eastern region and to assist the Government of the Central African Republic to secure refugee and internally displaced persons locations in its north-eastern region. MINURCAT will focus its assistance on police training, deployment and monitoring activities, human rights monitoring, investigation and capacity-building, justice and penal technical advice and training, as well as humanitarian liaison. Security for refugee and internally displaced persons locations and United Nations activities, personnel and installations will be provided by the EU Force.

70. The multidimensional mission is being deployed into a politically complex and remote region, where various aspects of the Security Council mandate will be carried out by different organizations. This will require strong coordination and guidance on the part of OO in order to ensure that all parts of the multidimensional presence are working in an integrated manner. OO therefore requires a MINURCAT team to provide the guidance, coordination, liaison and support necessary to ensure the timely and smooth deployment and functioning of MINURCAT and the synchronization of mission strategy and activities with its partners.

71. At present, MINURCAT is supported by two Political Affairs Officer (P-4 and P-3) and one Administrative Assistant (GS (OL)) positions funded through general temporary assistance. Given that UNIOSIL is expected to close in 2008, the Senior Political Affairs Officer post (P-5) will be redeployed from the Africa II Division to the Africa I Division and the incumbent will cover MINURCAT as the team leader. It is therefore proposed that the two Political Affairs Officer positions (P-4 and P-3) and 1 GS (OL) position currently funded through general temporary assistance should be converted to posts.

Africa II Division

West Africa team: transfer of 1 post (P-5)

72. The Security Council extended the mandate of UNIOSIL until 30 September 2008 in its resolution 1793 (2007), and requested the Secretary-General to submit a completion strategy for the Office including, inter alia, the termination of its mandate by 30 September 2008. Following the termination of UNIOSIL, it is proposed to transfer the Senior Political Affairs Officer post (P-5) to the Africa I Division, where the incumbent will cover MINURCAT as team leader.

Asia and Middle East Division

Middle East team: Principal Officer (D-1); Administrative Assistant (GS (OL))

73. The political context of the Asia and Middle East Division missions, including UNMIT, has operations that are highly complex and fragile, and remains the dominant factor even in military mission mandate implementation. The size, complexity and volatility of the new and existing peacekeeping operations in the

Asia and Middle East regions also necessitate a strengthening of the Division's senior management team and integrated operational team leadership. An additional Principal Officer (D-1) to lead the Middle East sub-team is essential to cover the significant political, managerial and financial responsibilities of the increasingly complex operations deployed in extremely challenging political and operational circumstances, requiring high-level political advice as well as frequent crisis management and extensive coordination with other stakeholders, both at Headquarters and with the diplomatic community.

74. Given the complexity of missions in the Middle East region, as well as the seniority of the specialist officers in the sub-team, many of whom are at the P-5 level, it is proposed to establish a Principal Officer (D-1) post to lead the Middle East sub-team. It is also proposed to establish an Administrative Assistant (GS (OL)) post to support the Principal Officer for the Middle East sub-team.

75. The incumbent of the Principal Officer (D-1) post would assist the Director in the management and coordination of the Division, in addition to integrated operational team leadership responsibilities, and in the fulfilment of Departmental policy and planning responsibilities, ensuring intra-departmental coordination and a cohesive regional approach to peacekeeping in the Asia and the Middle East integrated operational team.

76. The additional Administrative Assistant (GS (OL)) would support the Middle East team, which would comprise seven staff members and would otherwise be supported by only one Administrative Assistant. Furthermore, the inclusion of Integrated Operational Team functional expert staff in addition to the seven Middle East Integrated Operational Team officers will increase the administrative and coordination functions required to adequately support the Integrated Operational Team.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$12 790.0	$864.9	7.3%

77. The provision of $12,790,000 will cover salaries, common staff costs and staff assessment for the 75 continuing posts and 5 proposed new posts. The variance is attributable to the application of turnover factors (4.9 per cent for Professional staff and 1.9 per cent for General Service staff), to the computation of requirements for the additional posts approved in the 2007/08 period in respect of which delayed recruitment factors of 50 per cent (Professional staff) and 35 per cent (General Service staff) were applied in the 2007/08 budget, as well as to increased standard costs and the proposed establishment of additional posts for 2008/09.

	Cost estimates	*Variance*	
General temporary assistance	$648.8	($164.0)	(19.3)

African peacekeeping capacity (1 P-5, 1 P-4, 1 GS (OL))

78. In the framework of implementation of General Assembly resolution 60/1 on the 2005 World Summit Outcome, referring to the 10-year capacity-building for the African Union, including in the area of African peacekeeping capacity, and in

accordance with Security Council resolution 1631 (2005), which endorsed the Outcome Document, the Assembly approved the establishment of a dedicated interdisciplinary capacity to elaborate and implement a comprehensive programme of support to African peacekeeping capacities (see A/60/727). This structure, which became operational in January 2007, is comprised of two components (New York and Addis Ababa, headed by team leaders). The AU Peace Support Team component in Addis Ababa is currently comprised of one Senior Political Affairs Officer/Team Leader (P-5), one Military Liaison Officer (Lieutenant Colonel, P-4), one Police Superintendent (P-4), one Logistics Officer (P-4), one Administration/Finance Officer (P-3) and one Information Technology and Communications Officer (P-3), all funded through the support account. The component in New York consists of one Team Leader (P-5), one Coordination Officer (P-4) and one Administrative Assistant (GS (OL)) position funded through general temporary assistance, as well as a Coordination Officer (P-4) post.

79. The workload of the AU Peace Support Team has increased and expanded since its establishment owing to the activities undertaken by AU in responding to immediate operational requirements for the planning and deployment of AU peace support missions in Burundi, the Central African Republic, Comoros, Darfur (AMIS) and Somalia (AMISOM), as well as the continued assistance to the development of the African Standby Force and the AU long-term peacekeeping capacity-building efforts, both at the AU Commission and at the regional brigades headquarters.

80. In view of the continuing requirement to support AU, it is proposed to maintain for the 2008/09 period the Team Leader (P-5), Coordination Officer (P-4) and Administrative Assistant (GS (OL)) positions under general temporary assistance.

Policy Development Officer (P-4)

81. While significant progress has been made in the development of guidance and substantive training materials for Political Affairs Officers, there is a short-term need for additional capacity to start addressing guidance and training needs in the field and of the newly established integrated operational teams. Accordingly, it is proposed to establish a general temporary assistance position for 12 months for a Policy Development Officer (P-4) to carry out the following priority tasks for 2008/09: (a) conduct an assessment of the guidance and training needs of political affairs components in peacekeeping operations; (b) identify substantive training courses for political affairs components in missions; (c) identify best practices and lessons learned relating to integrated operational teams during their first year of operation; and (d) develop a minimum of one set of standard operating procedures or guidelines required by Integrated Operational Teams and/or political affairs components.

Political Affairs Officer (P-4)

82. In its resolution 1744 (2007), the Security Council authorized States Members of AU to establish AMISOM and requested the Secretary-General to commence contingency planning for a possible United Nations peacekeeping operation in Somalia. AU has requested the assistance of the United Nations in the planning, deployment and management of AMISOM. OO has been fully engaged in

supporting the United Nations/AMISOM planners deployed at AU, maintaining and coordinating information flows and analysis necessary to develop and maintain up-to-date contingency planning for the Secretary-General and the Security Council, and providing guidance and liaison to senior management and interlocutors on issues related to AMISOM and a possible United Nations peacekeeping presence in Somalia. In addition, in its resolution 1772 (2007), the Council requested the Secretary-General to continue to develop the existing contingency planning for the possible deployment of a United Nations peacekeeping operation replacing AMISOM, including by sending a further technical assessment mission to the region as soon as possible, establishing further contact with potential troop-contributing countries and identifying what further action the United Nations and the international community should take to help create the conditions necessary for the deployment and success of a United Nations peacekeeping mission in Somalia. In order to enable the Division to effectively carry out these tasks, the establishment of one Political Affairs Officer (P-4) general temporary assistance position is proposed.

	Cost estimates	*Variance*	
Official travel	$1 217.0	$456.9	60.1%

83. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/ assessment	859 000	Integrated guidance and/or support provided to 20 operations on strategic, policy, political, and operational matters Advice provided to permanent missions to the United Nations, United Nations agencies, the Bretton Woods institutions, international and regional governance and security organizations and non-governmental organizations on peacekeeping issues
Political consultation and coordination	271 000	Integrated guidance and/or support provided to 20 operations on strategic, policy, political, and operational matters Advice provided to permanent missions to the United Nations, United Nations agencies, the Bretton Woods institutions, international and regional governance and security organizations and non-governmental organizations on peacekeeping issues
Seminars and conferences	87 000	Integrated guidance and/or support provided to 20 operations on strategic, policy, political, and operational matters
Total	**1 217 000**	

84. The provision for $859,000 is proposed for official travel of political, military, police and support officers in the integrated operational teams to provide peacekeeping operations with strategic guidance on policy matters, backstop missions with supplementary Headquarters expertise, and participate in reviews and assessments of broad and separate mandated tasks.

85. The amount of $271,000 includes travel of members of Integrated Operational Teams aimed at creating a conducive political environment for the missions' mandated objectives and to coordinate with external partners on issues affecting peacekeeping operations. The travel plans include travel to the mission area to consult with United Nations, non-United Nations and national stakeholders as well as travel to Member States, the Bretton Woods institutions and international and regional governance and security organizations.

86. In addition, an amount of $87,000 is proposed to attend seminars, conferences and workshops aimed at the exchange of ideas, best practices and lessons learned on peacekeeping operations. Attendance is expected to improve the quality of the guidance and support provided by the Integrated Operational Teams to peacekeeping operations.

	Cost estimates	*Variance*	
Facilities and infrastructures	$5.5	$1.5	37.5%

87. The requirement of $5,500 provides for office supplies and equipment for the AU Peacekeeping Support Team in Addis Ababa. The variance is attributable to the projected additional requirements based on actual experience.

	Cost estimates	*Variance*	
Communications	$11.0	$3.0	37.5%

88. The provision of $11,000 would cover commercial communications for support to the AU peacekeeping capacity cell in Addis Ababa. The variance is attributed to higher standard costs for communications.

3. Office of Military Affairs

(a) Results-based framework

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Security Council resolutions incorporate recommendations on military issues in establishing potential or adjusting existing peacekeeping operations

Outputs

- Advice provided to Member States, regional/international organizations, United Nations entities and other peacekeeping partners on military aspects of peace negotiations, agreements and peacekeeping operations, including strategic and operational planning, and on the implementation of military aspects of peacekeeping operations

- 64 strategic analyses and assessment reports of significant operational developments in peacekeeping missions and of evolving conflict areas
- 46 private (Security Council requested) and informal troop-contributing countries meetings to discuss new/anticipated developments and changes of mandate in peacekeeping missions
- Military concepts of operations for all potential and adjusting peacekeeping operations
- 20 coordination meetings with peacekeeping partners, such as NATO, EU, the Multinational Standby High Readiness Brigade for United Nations Operations, ECOWAS and AU to improve cooperation with United Nations peacekeeping efforts

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Number of units at the rapid deployment level of UNSAS increased from 6 units in 2006/07 to an estimated 10 in 2007/08, with a target of 12 in 2008/09

Outputs

- Updated databases on UNSAS and the senior appointments pool
- 52 briefings to potential and current troop-contributing countries on the United Nations standby arrangements system, commitment at the rapid deployment level and senior appointment pool
- 4 assessment visits to emerging troop-contributing countries

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations	3.1 Implementation of 100 per cent of the field missions-related recommendations that are published in the evaluation reports of military or police components in peacekeeping missions

Outputs

- Strategic guidance to senior military mission leaders, including the organization of working visits to United Nations Headquarters when needed
- Daily monitoring of and support to all military units
- Improved gender balance in deployed military forces, observers and Headquarters staff by actively soliciting female nominations from troop-contributing countries
- Management and administration of all individual and contingent deployments, rotations and repatriations
- Guidance provided to missions to support the implementation of recommendations contained in peacekeeping mission evaluation reports
- 15 predeployment induction and post-appointment briefings for senior military personnel
- 17 predeployment visits in connection with continuing deployment and adjustment of peacekeeping missions
- 3 inter-mission cooperation meetings and 1 head of military components of mission conference
- Weekly coordination meeting with the military officers attached to the integrated operational teams
- Revised Force Commander directives for 18 ongoing peacekeeping field missions

External factors

Member States will contribute the required military components to peacekeeping missions and resources will be provided in a timely manner to effect deployment

(b) Human resources requirements

Category	*2007/08*	*2008/09*	*Change*	*Rejustified*[a]
Professional and above				
Under-Secretary-General	—	—	—	—
D-2	1	1	—	—
D-1	—	—	—	—
P-5	9	9	—	—
P-4	55	55	—	—
P-3	6	6	—	—
P-2/P-1	—	—	—	—
Subtotal	**71**	**71**	—	—
General Service and other				
Principal level	—	—	—	—
Other level	16	16	—	—
Security Service	—	—	—	—
Subtotal	**16**	**16**	—	—
Total	**87**	**87**	—	—

[a] In accordance with General Assembly resolution 50/278 (para. 12).

(c) Financial resource requirements

(Thousands of United States dollars)

				Variance	
Category	*Expenditures (2006/07) (1)*	*Apportionment (2007/08) (2)*	*Cost estimates (2008/09) (3)*	*Amount (4)=(3)–(2)*	*Percentage (5)=(4)÷(2)*
I. Post resources	10 450.0	11 988.2	15 478.8	3 490.6	29.1
II. Non-post resources					
Consultants	41.5	—	—	—	—
Official travel	600.5	584.1	755.0	170.9	29.3
Subtotal II	**642.0**	**584.1**	**755.0**	**170.9**	**29.3**
Total I and II	**11 092.0**	**12 572.3**	**16 233.8**	**3 661.5**	**29.1**

(d) Analysis of resource requirements[1]

	Cost estimates	Variance	
Posts	**$15 478.8**	**$3 490.6**	**29.1%**

89. The estimate of $15,478,800 provides for salary, common staff costs and staff assessment for 87 continuing posts, including 3 additional Integrated Operational Team posts from 13 posts established in General Assembly resolution 62/232 on the financing of UNAMID. The variance reflects an increase in standard costs, as well as requirements for the additional posts approved for 2007/08 and continuing during 2008/09, compared to the application of a 50 per cent delayed recruitment factor in 2007/08.

	Cost estimates	Variance	
Official travel	**$755.0**	**$170.9**	**29.3%**

90. The official travel requirements are described below.

(United States dollars)

Type of travel	Amount	Output reference
Mission planning and assessment	678 000	Strategic guidance to senior military mission leaders, including organization of working visits to United Nations Headquarters when needed 3 inter-mission cooperation meetings and 1 head of military components conference Missions conference advice provided to support implementation of recommendations contained in evaluation report Management and administration of all individual and contingent deployments, rotations and repatriations 4 assessment visits to emerging troop-contributing countries 17 predeployment visits in connection with continuing deployment and adjustment of missions Updated database on UNSAS and the senior appointments pool Daily monitoring of and support to all military units Military concepts of operations for all potential and adjusting peacekeeping operations
Political consultation/ coordination	77 000	20 coordination meetings with peacekeeping partners, such as NATO, EU, the Multinational Standby High Readiness Brigade for United Nations Operations, ECOWAS and AU, to improve cooperation with United Nations peacekeeping efforts
Total	**755 000**	

91. Provision of $678,000 would cover official travel requirements of the Office of Military Affairs to conduct mission planning and assessment, including strategic guidance by senior management to senior military mission leaders. The travel relates to meetings with Force Commanders in various peacekeeping missions to review the overall military concept, discuss inter-mission cooperation issues and assist the missions with issues regarding troop-contributing countries' major equipment, self-sustainment and military personnel. Predeployment visits are also planned during the period.

92. Provision of $77,000 would cover travel to better integrate action by African and European institutions into international responses to peace and security issues. The requirements would provide for travel and participation in political consultations and coordination meetings with external and regional entities.

4. Office of Rule of Law and Security Institutions

(a) Results-based framework

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop/police-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Security Council and General Assembly resolutions endorsed all recommendations on police issues proposed by the Secretary-General
	1.2 Increased number of police-contributing countries from 91 in 2006/07 and 95 in 2008/09 (target 2009/10: 100)
	1.3 Security Council and General Assembly resolutions endorse all recommendations on police, judicial, corrections, DDR and SSR issues proposed by the Secretary-General
	1.4 Security Council resolutions incorporate the Secretary-General's recommendations on mine action and explosive remnants of war during establishment of, or adjustments to peacekeeping operations

Outputs

Office of the Assistant Secretary-General

- 19 mission-specific police-contributors meetings on police components of 14 peace operations (MINUSTAH, UNMIL, UNMIS, UNAMID, UNMIT, MINURSO, UNIOSIL, MONUC, UNOCI, UNMIK, UNAMA, UNFICYP, MINURCAT and UNOMIG)
- Strategic direction and advice provided to Headquarters and field missions in the area of rule of law and security institutions
- All activities coordinated with regard to police, judicial, corrections, DDR, SSR and mine action
- Advice provided to United Nations agencies, departments, funds and programmes, legislative bodies and Member States on policies and procedures regarding United Nations judicial and legal systems, prison systems, DDR and SSR

- **Mission plans for legal and judicial, prison, DDR and SSR support components of peace operations reviewed by the Office of the ASG**
- **10 briefings to senior representatives of United Nations departments, funds, agencies and programmes, Member States and other entities related to rule of law and security institutions**

Police Division

- **Provision of advice to United Nations agencies, departments, funds and programmes, legislative bodies and Member States on policies and procedures regarding United Nations police**
- **Development of and amendments to five concepts of operations for the police components of United Nations peacekeeping operations to be included, inter alia, in reports of the Secretary-General to the Security Council**
- **Provision of advice on law enforcement-related issues included in 25 reports of the Secretary-General and other issuances of the Security Council and other United Nations legislative bodies**
- **Distribution of 2 guidelines pertaining to the deployment of United Nations police officers, including members of formed police units in peacekeeping operations to all police-contributing countries**
- **7 visits to police-contributing countries to provide advice on national selection mechanisms for the readiness, deployment and training of United Nations police officers, including members of formed police units**
- **Organization of 5 meetings with police-contributing countries on policy issues, the activities of the Police Division and the standing police capacity and cross-cutting law enforcement-related matters in peace operations**

Mine Action Service

- **10 briefings to 25 Member States and 10 briefings to individual Member States on mine action and explosive remnants of war**
- **Presentations and/or representation in 4 international forums related to mine action and explosive remnants of war**
- **Compilation of the Secretary-General's annual report to the General Assembly on mine action, in collaboration with United Nations agencies**
- **Annual report on United Nations Mine Action Service activities, including programmes partly funded by assessed contributions**
- **Assessment of mine and explosive remnants of war threat in 2 potential peacekeeping theatres as part of a DPKO technical assessment mission and/or United Nations inter-agency assessment mission**
- **Contingency plans developed and/or updated, in collaboration with United Nations agencies, for 2 potential peacekeeping operations**
- **E-mine website, sustaining 60,000 usage sessions per month, updated with mine action reports, public information materials and operational data from 7 mine action programmes in peacekeeping operations**

Disarmament, Demobilization and Reintegration Section

- **Advice provided to various departments, United Nations agencies, funds and programmes, legislative bodies and Member States on policies and procedures regarding United Nations DDR**
- **8 mission (6 ongoing and 2 in planning stages) DDR plans reviewed by the Office of the Assistant Secretary-General**

- 10 DDR briefings to senior representatives of various departments, United Nations agencies, funds and programmes, Member States and other entities related to rule of law and security institutions

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Deployment of the standing police capacity team within 7 days of the adoption of a Security Council resolution establishing the police component of a peacekeeping operation
	2.2 Reduction in the time required for the appointment of senior leadership of the police component from 30 days in 2007/08 to 21 days after the adoption of a Security Council resolution establishing the police component of a peacekeeping operation (target for 2009/10: 15 days)
	2.3 Improved coordination among United Nations partners working on security sector reform planning and programming

Outputs

Police Division

- 30 briefings to Member States on police issues in peacekeeping operations and specific police requirements for the rapid deployment of highly qualified police personnel
- 35 visits to police-contributing countries to conduct selection assistance tests for individually deployed United Nations police officers and assessments/inspection of formed police units
- 3 policy papers and guidelines by United Nations standing police capacity developed for national police and other law enforcement agencies on management, administration and operations procedures and police reform plan
- Assistance provided to police components in 2 existing peacekeeping operations for 3 months by the standing police capacity team with expert enhancement (reform, advice, training) and corrective activities in support of national law enforcement capacity-building

Mine Action Service

- Rehearsal of United Nations framework for mine action planning and rapid response with participation of 5 different United Nations agencies and 2 different intergovernmental non-governmental organization implementing partners
- Updated United Nations framework for mine action planning and rapid response following lessons learned during the exercise

Security Sector Reform Section

- 1 Departmental policy directive on security sector reform
- 1 study by external consultants on options for structuring security sector reform capacities within integrated mission structures
- 2 sets of Departmental guidelines on the establishment and implementation of security sector reform strategies in post-conflict contexts
- Establishment and support to inter-agency task force on security sector reform

Criminal Law and Judicial Advisory Section

- 150 interviews of applicants for positions as seconded prisons officers in the field
- Technical clearance of 200 judicial officers and 50 corrections officers for inclusion in rosters
- Provision of advice on justice and corrections-related issues included in 25 reports of the Secretary-General and other issuances of the Security Council and other United Nations legislative bodies

Disarmament, Demobilization and Reintegration Section

- Review 100 DDR officers for technical clearance
- Conduct 1 United Nations inter-agency DDR simulation exercise
- Develop a roster of 40 qualified DDR officers

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Detailed mandate implementation plans for police components issued by DPKO, implemented by 2 peacekeeping operations (UNAMID and MINURCAT)
	3.2 United Nations Rule of Law Index implemented in 2 peace operations

Outputs

Police Division

- Initial deployment, rotation and extension of 15,000 United Nations police officers, including members of formed police units, in 19 peace operations, including special political missions
- Instructions and strategic guidance provided to the police components of peace operations in respect of their mandated functions, that is, interim law enforcement and/or security support to national law enforcement agencies and/or support for capacity-building of national law enforcement agencies
- Departmental policies pertaining, inter alia, to assessment and capacity-building of law enforcement agencies developed
- 2 independent, empirical and objective reports on the state of the rule of law in countries with peacekeeping operations prepared by using the United Nations Rule of Law Index
- Annual conference of Heads of Police Components to provide guidance and instructions on directives, policies and guidelines and share lessons learned and best practices
- Field visits to 10 peacekeeping operations (MINUSTAH, UNMIL, UNMIS, UNAMID, MINURCAT, UNMIT, MONUC, UNOCI, UNMIK and UNOMIG) to provide strategic and technical advice and assist the police component
- 5 predeployment induction and post-appointment briefings for heads of police components of peacekeeping operations

Mine Action Service

- Advice provided on and approval of workplans for 8 mine action programmes (UNAMA, MONUC, UNMIS, UNAMID, MINURCAT, UNIFIL, MINURSO and UNMEE)
- Annual assessment and recommendations regarding efficacy of 8 mine action programmes (UNAMA, MONUC, UNMIS, UNAMID, MINURCAT, UNIFIL, MINURSO and UNMEE)

- Inclusion of project proposals for mine action activities in 8 mine action programmes (UNAMA, MONUC, UNMIS, UNAMID, MINURCAT, UNIFIL, MINURSO and UNMEE) included in the United Nations mine action portfolio
- Annual review of technical missions in best practices and lessons learned, reports and mission-specific implementation plans developed
- Technical support and advice on mine action programme management in 2 peacekeeping missions (UNMIK and UNFICYP)
- Facilitation of landmine safety briefings, in collaboration with United Nations agencies, in 3 mission areas, including advice on production of training and awareness materials

Criminal Law and Judicial Advisory Section

- Organization of the annual conference of the heads of justice and corrections components to provide training and guidance on policies and guidelines and share lessons learned and best practices
- Operational visits to 9 peacekeeping operations to provide advice to and assist the justice and corrections components
- 2 training courses for corrections officers in the field on management of prison support programmes in peacekeeping missions
- New policies in the rule of law issued to all peacekeeping operations
- 2 independent, empirical and objective reports on the state of the rule of law in countries with peacekeeping operations prepared by using the United Nations rule of law
- Reporting templates to increase the effectiveness of mission reporting on justice and prison system issues developed
- Development of a methodology for the review by Headquarters of the activities of mission justice and corrections components developed
- Updated Prisons Guidance Manual

Disarmament, Demobilization and Reintegration Section

- Conduct 5 assessment and evaluation missions to provide subject matter expert advice in the area of DDR
- Conduct 2 training sessions to members of DPKO/DFS Integrated Operational Teams
- Establish revised monitoring and evaluation procedures
- Provide technical advice and policy guidance to 8 field missions/offices (BINUB, MINUSTAH, MONUC, UNAMID, UNOCI, UNMIL, UNMIS, Somalia) on DDR

External factors

Member States will provide the necessary political and financial resources and peacekeeping partners will provide the necessary support required to implement mission mandates

(b) Human resources requirements

Category	2007/08	2008/09	Change	Rejustified[a]
Professional and above				
Under-Secretary-General	—	—	—	—
D-2	—	—	—	—
D-1	2	2	—	—
P-5	10	10	—	—
P-4	46	48	2	—
P-3	25	25	—	—
P-2/P-1	—	—	—	—
Subtotal	**83**	**85**	**2**	
General Service and other				
Principal level	—	—	—	—
Other level	17	17	—	—
Security Service	—	—	—	—
Subtotal	**17**	**17**	**—**	
Total	**100**	**102**	**2**	**—**

[a] In accordance with General Assembly resolution 58/298 (para. 12).

(c) Financial resource requirements

(Thousands of United States dollars)

				Variance	
Category	Expenditures (2006/07) (1)	Apportionment (2007/08) (2)	Cost estimates (2008/09) (3)	Amount (4)=(3)-(2)	Percentage (5)=(4)÷(2)
I. Post resources	8 159.7	14 038.2	17 508.3	3 470.1	24.7
II. Non-post resources					
General temporary assistance	—	81.7	83.9	2.2	2.7
Consultants	—	249.0	—	(249.0)	(100.0)
Official travel	497.8	886.8	1 128.1	241.3	27.2
Facilities and infrastructure	—	—	—	—	—
Communications	83.9	—	—	—	—
Information technology	45.4	—	—	—	—
Other supplies, services and equipment	—	17.2	17.2	—	—
Subtotal II	**627.1**	**1 234.7**	**1 229.2**	**(5.5)**	**(0.4)**
Total I and II	**8 786.8**	**15 272.9**	**18 737.5**	**3 464.6**	**22.7**

(d) Justification of posts

Police Division

Strategic Policy and Development Section

Policy Adviser (P-4)

93. The Police Division has launched a number of new strategic initiatives designed to change the international policing and law enforcement system to the benefit of United Nations police operations and its rule of law partners. Among others, the successful development and implementation of the United Nations Rule of Law Index, the International Policing Advisory Council and doctrine development groups will require continued resources and attention as these initiatives grow and help strengthen the international policing system overall.

94. In light of the need to provide direct and constant support to the police components in United Nations peace operations, the approved staffing establishment of the Strategic Policy and Development Section in the Police Division includes six Professional posts for strategic planning and policy development including the Chief of section, four Police Planning Officers and one Police Policy Officer. These staff are involved in all aspects pertaining to strategic planning and policy development, such as assessment missions, developing and reviewing concepts of operations and mandate implementation plans, preparing project proposals for funding in support of national policing institutions and planning for the establishment of new missions. Such activities are carried out to support the police components of 18 peacekeeping operations that currently comprise over 16,000 United Nations Police Officers, including 6,400 officers for UNAMID alone. With the ongoing growth in size and complexity of United Nations police operations, the policy development and planning capacity in the Police Division can no longer meet the demands that are increasingly placed upon it, in particular with regard to new approaches to achieving the mandates of the United Nations police and developing core international policing and law enforcement doctrine and policy. At present, a process of critical prioritization is instead being implemented within the Police Division on larger planning and policy matters. Consequently, many important strategic assignments and tasks are not given due attention or are only undertaken when systemic breakdowns in the United Nations police system take place.

95. The complexity of many of the mandates given to the United Nations police demands an increased focus on strategic police planning and policy development. As the United Nations police are increasingly tasked to realize complex reform, restructuring and rebuilding mandates within integrated rule of law frameworks, the capacity to integrate with other rule of law actors and plan for the implementation of new working methods and new processes and procedures requires enhancement. This will become even more critical in the immediate future as the Police Division is designated as the global lead entity within the United Nations system for support for police and law enforcement, as indicated in the report of the Secretary-General on enhancing United Nations support for the rule of law (A/61/636-S/2006/980). Requests for assistance by United Nations departments, as well as agencies, funds and programmes in countries without peacekeeping operations, will consequently increase substantively in the immediate future.

96. In view of the foregoing, it is proposed to establish an additional Policy Adviser (P-4) post. The Policy Adviser will provide advice to the Police Adviser

related to police and law enforcement matters and will ensure coordination of the various components of the Police Division. The incumbent will be required to support policy development and planning processes, and draft and review policies and other related issuances that are of crucial importance for police and law enforcement activities. He or she will conduct internal reviews and inspections of practices and ensure uniform application of policies by field missions. In addition, he or she will act as the principal liaison officer to both the Standing Police Capacity and the International Police Advisory Council, and will be the principal subject-matter expert on police institution-building, reforming and restructuring (security system/sector reform and development, combating organized crime in a post-conflict situation and development, legal, conduct and disciplinary matters).

Policy and Development Officer (P-4)

97. Policing has remained an area of exponential growth for peacekeeping over the last 12 months. Since the last overview report on the Department of Peacekeeping Operations (A/61/858), the overall authorized strength of police components of peacekeeping operations has increased by over 65 per cent, with new United Nations missions comprising important police components authorized in Darfur in July 2007 and Chad in September 2007. More than 16,000 United Nations police officers should be deployed in 18 peace operations by October 2008: support will be provided in this regard to more than 100,000 police and other law enforcement officials from 18 Member States. Planning is also under way for the eventual establishment of a substantial police component as part of a possible United Nations peacekeeping operation in Somalia.

98. Moreover, in the aforementioned report on the rule of law (A/61/636-S/2006/980), the Secretary-General established a division of responsibilities within the United Nations system in support of programmes in this sector. The Police Division was given a global lead responsibility in this regard to support the United Nations system for capacity-building programmes for national police and other law enforcement agencies in countries without peace operations in the context of long-term development. However, the Division has had increases in staffing of around 20 per cent for the last two years.

99. The Police Adviser is a member of the senior management team of the Department and provides strategic guidance and advice to both DPKO and DFS as well as other parts of the Secretariat and peacekeeping partners on police aspects of peace negotiations, agreements and operations, including strategic and operational planning, and on the implementation of police action of peacekeeping operations. Within the current structure of the Office of the Police Adviser, the existing Special Assistant orchestrates the overall direction and objectives of the Office, including the quality of input provided to the Police Adviser, senior management and all elements of the United Nations in day-to-day interaction with the Division staff, field missions, Member States, peacekeeping partners and intergovernmental bodies. Currently, there is no dedicated officer to assist the Special Assistant with the necessary research, coordination and drafting required to formulate police policies. Given the increasing number of complex peacekeeping missions and ongoing efforts to integrate all aspects of field missions and United Nations Headquarters operations, there is a critical need to increase the capacity of the Office of the Police Adviser with one Policy and Development Officer at the P-4 level.

(e) Analysis of resource requirements[1]

	Cost estimates	Variance	
Posts	$17 508.3	$3 470.1	24.7%

100. The provision of $17,508,300 will cover salaries, common staff costs and staff assessment for the 100 continuing posts and 2 proposed new posts. The variance is attributable to the application of turnover factors (4.9 per cent for Professional staff and 1.9 per cent for General Service staff), to the computation of requirements for the additional posts approved in the 2007/08 period in respect of which delayed recruitment factors of 50 per cent (Professional staff) and 35 per cent (General Service staff) were applied in the 2007/08 budget, as well as to increased standard costs and the proposed establishment of additional posts for 2008/09.

	Cost estimates	Variance	
General temporary assistance	$83.9	$2.2	2.7%

101. It is proposed to establish a general temporary assistance position of a Disarmament, Demobilization and Reintegration Policy and Planning Officer (P-3) for 12 months to provide policy development and operational support to MINURCAT, as well as for the planning of a possible United Nations peacekeeping presence in Somalia and possible additional DDR activities in existing political and peacebuilding missions. The officer would prepare new policy modules; organize and participate in training workshops, as required, and provide support to the DDR resource centre; establish a training programme for personnel involved in DDR and liaise with training partners on implementing training; and backstop the Coordination Officers (P-4) on mission support-related issues.

102. There is currently no staffing capacity to provide DDR assistance for new and envisaged United Nations peacekeeping operations. The Section is now backstopping eight DDR programmes in seven peacekeeping operations (there are two programmes in the Democratic Republic of the Congo) and needs to conduct contingency planning for possible DDR activities in four countries. The proposed general temporary assistance position at the P-3 level would satisfy the continuing increase in the demand for operational support.

	Cost estimates	Variance	
Official travel	$1 128.1	$241.3	27.2%

103. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning and assessment	463 400	Provision of strategic direction and advice to Headquarters and field missions in the area of rule of law and security institutions Coordination of all DPKO activities with regard to police, judicial affairs corrections; DDR, SSR and mine action

Type of travel	*Amount*	*Output reference*
		Mission plans for legal and judicial activities and prison reform development; DDR and SSR support components of peace operations reviewed by the Office of the ASG
		Provision of advice to local law enforcement related to reform and restructuring
		Field visits to 10 peacekeeping operations (MINUSTAH, UNMIL, UNMIS, UNAMID, MINURCAT, UNMIT, MONUC, UNOCI, UNMIK and UNOMIG) to provide strategic and technical advice and assist the police component
		Assessment and evaluation missions to provide subject-matter expert advice in DDR to 7 ongoing programmes and 1 planned programme
		Operational visits to 9 peacekeeping operations to provide advice and assist the justice and corrections components
Political consultation and coordination	207 700	Provision of strategic direction and advice to Headquarters and field missions in the area of rule of law and security institutions
		Provision of advice to United Nations agencies, departments, funds and programmes, legislative bodies and Member States on policies and procedures regarding United Nations judicial and legal systems, prison systems, DDR and SSR
		Provision of advice to United Nations agencies, departments, funds and programmes, legislative bodies and Member States on policies and procedures regarding United Nations police
		Participation in 6 seminars, workshops or conferences on DDR aspects of peace operations with other United Nations departments, agencies, funds or programmes, Member States, academic institutions and non-governmental organizations
Technical support	457 000	Provision of advice on and approval of workplans for 8 mine action programmes (UNAMA, MONUC, UNMIS, UNAMID, MINURCAT, UNIFIL, MINURSO and UNMEE)
		Technical support and advice on mine action programme management in 2 peacekeeping missions (UNMIK and UNFICYP)
		Biannual assessment and recommendations regarding efficacy of 8 mine action programmes (UNAMA, MONUC, UNMIS, UNAMID, MINURCAT, UNIFIL, MINURSO and UNMEE)

Type of travel	*Amount*	*Output reference*
		Visits to police-contributing countries to provide advice on national selection mechanisms for the readiness, deployment and training of United Nations police officers, including members of formed police units
		Assistance to police components in 3 new/existing peacekeeping operations by the Standing Police Capacity in support of national law enforcement capacity-building
		Annual review of best practices and lessons learned, reports and mission-specific implementation plans developed
Total	**1 128 100**	

104. The provision of $463,400 is proposed for travel to missions in order to review and provide advice on the rule of law and security components and to support the Police Division in the conduct of familiarization visits to field operations. The visits would also aim to assess and evaluate the implementation plan of the United Nations police component. During the visits, the concept of operations and the implementation plan of the United Nations police components will be reviewed in order to improve the effectiveness of the components. The travel provision also includes resources for DDR Officers to conduct detailed assessment and evaluation missions to ongoing or planning DDR programmes and to key operational partners, such as the World Bank and the Multi-country Demobilization and Reintegration Programme on Disarmament, Demobilization and Reintegration. Criminal Law Judicial Advisory Section staff will travel to UNAMID and UNMIS to evaluate the justice and prison support programmes, assist with further planning of such programmes and make a full assessment of the judicial and prison system facilities and infrastructure.

105. The amount of $207,000 is proposed for official travel to provide strategic guidance on policy matters and to participate in the review and assessments of broad or complex mandated tasks. The requirements will also allow the Police Division staff to visit field operations and aim to assess and evaluate the implementation plan of the United Nations police component.

106. The purpose of requesting a travel provision of $457,000 is to conduct visits to police-contributing countries in order to conduct selection assistance tests for individually deployed United Nations police officers and assessments/inspection of formed police units. The provision will also enable the Division to provide assistance to police components in two existing peacekeeping operations by the Standing Police Capacity team with expert enhancement (training, reform, investigation and communications) and corrective activities in support of national law enforcement capacity-building. With regard to the Standing Police Capacity, two teams will be deployed to existing peacekeeping operations in order to assist the field missions in implementation of their mandates. The provision will also cover technical assessment visits to UNMIS so as to review performance of the deployed civilian and military mine action assets and all aspects of mine-action activities coordinated by the United Nations Mine Action Office in UNMIS. Pursuant to Security Council resolution 1590 (2005), the mandate of UNMIS is to assist the parties to the Comprehensive Peace Agreement, in cooperation with other international partners in the mine action sector, by providing humanitarian demining

assistance, technical advice and coordination in the Mission's area of operations. Technical assessment visits will also make it possible to assess progress made in this respect and identify opportunities to meet any shortfalls. A technical visit is also required to UNAMID to review the expansion, establishment and performance of the Regional Mine Action Office in the Mission and the establishment of its sub-offices in Nyala and El-Jenina. Pursuant to Security Council resolution 1769 (2007), the mandate of UNAMID is to provide technical mine-action advice and coordination, and operational demining capacity to support the Darfur Peace Agreement. Accordingly, the UNMAS Programme Officer will also review deployment and performance of the demining assets in support of UNAMID.

107. The variance of $241,300 is due to an increase in the need for mission planning assessments and to assist UNAMID and MINURCAT in the implementation of their mandates approved by the Security Council.

	Cost estimates	*Variance*
Other supplies, services and equipment	**$17.2**	**—**

108. The provision of $17,200 is proposed for recurrent supplies for the Standing Police Capacity officers, such as badges, patches, uniforms and personal protection gear.

5. Policy, Evaluation and Training Division

(a) Results-based framework

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Peacekeeping institutional learning system in place, informed by the evaluation carried out by the mission and Headquarters, and policies, guidance and best practices disseminated to missions and Headquarters planning teams
	3.2 Lessons learned and best practices in the areas of HIV, gender and child protection adopted as policies and procedures in mission operations
	3.3 All deploying peacekeepers receive appropriate training based on United Nations standardized training materials.

Outputs

Office of the Director

- Priorities met for mission evaluation, policy development and training in coordination with senior management of both DPKO and DFS
- Guidelines on joint operational initiatives with the World Bank disseminated and incorporated into DPKO/DFS training for Headquarters and field personnel
- Third joint initiative with the World Bank in a post-conflict context identified
- World Bank-DPKO-DFS early engagement expanded in 1 to 2 countries where new peacekeeping missions are under preparation or in the early stages of deployment
- United Nations-World Bank framework agreement for cooperation in crisis management established together with United Nations partners

- **Annual reciprocal United Nations-EU education days conducted to increase knowledge among Secretariat planners of respective planning processes**
- **After-action review of United Nations-EU planning cooperation for Chad/Central African Republic mission conducted**
- **Guidelines for United Nations-EU coordination in peace operations, including modalities for logistics arrangements, completed**
- **Modalities for formal regular coordination and cooperation with NATO established**

Peacekeeping Best Practices Section

- **Cross-cutting DPKO/DFS policy, guidance and best practices on strategic and operational issues, including mission integration, risk management, civil military coordination and contract management, development and issues. Completion and dissemination of the Mission Start-up Field Guide completed and disseminated and the capstone doctrine document disseminated**
- **3 new guidance documents on strategic and cross-cutting issues, and specialized areas such as gender, HIV, child protection and civil affairs issued to all peacekeeping operations**
- **3 needs assessment visits to peacekeeping missions carried out and subject-matter advice in the areas of gender, civil affairs, child protection, best practices and HIV/AIDS provided, as requested by missions**
- **20 policy processes developed to support DPKO/DFS guidance development, including support to knowledge management, trends analysis, policy development, policy review, approvals, issuance and promulgation**
- **2 high-level policy documents on civilian management of missions and mission integration issued**
- **Guidance issued for Human Rights Officers in peacekeeping, jointly developed and approved with the Office of the United Nations High Commissioner for Human Rights**
- **United Nations peace operations Intranet enhanced to deliver guidance and best practices materials to missions**
- **5 new communities of practice (knowledge networks linking staff doing similar jobs in different missions) established and used in the field, and facilitation following the publication of a Facilitators' Manual improved**
- **Mission Best Practices Officers recruited and network strengthened through guidance and training, including through the organization of annual workshops, joint reviews of workplans (once a year) and the convening of regular teleconferences (6 times a year)**
- **4 comprehensive mission evaluations carried out, including follow-up of recommendations**
- **Immediate evaluation capacity to review critical incidents in missions developed**
- **Policy, guidelines and standard operating procedures developed for operational readiness tests of formed police contingents. One pilot evaluation conducted**
- **Policy for operational readiness tests for military units**
- **Policy for self-evaluation of DPKO and DFS headquarters developed. 2 pilot self-evaluations conducted**

Integrated Training Service

- **Specialist trainers provided to support activities conducted at UNLB and in United Nations peacekeeping missions**

- **Training products on substantive areas of peacekeeping operations developed and pilot training courses conducted on the newly developed training curricula, in areas such as the integrated mission planning process, integrated operational teams, standardized training modules for specialist, senior leadership training, and peacekeeping policy framework**
- **2 senior leader induction programme courses, 1 military and police advisers course for military and police advisers from permanent missions, and a series of mandatory and recommended courses for up to one quarter of DPKO and DFS staff, including leadership and management development programmes, communications courses, competency-based interviewing skills, ethics workshops, integrity awareness and prevention of harassment in the workplace conducted**
- **30 training activities in support of Member States and United Nations peacekeeping missions to provide support for capacity-building, evaluation or other training needs conducted**
- **Training recognition strategy developed and processes conducted to assess peacekeeping training courses organized by Member States and international organizations**
- **Updated peacekeeping training materials to support Member States and United Nations missions**
- **Requirements for the implementation of a learning management system identified and established**
- **All training activities for DPKO and DFS in their specialist areas organized and monitored**

External factors

Member States will provide the necessary political support and resources, and peacekeeping partners will provide the necessary support required to implement mission mandates

(b) Human resources requirements

Category	*2007/08*	*2008/09*	*Change*	*Rejustified*[a]
Professional and above				
Under-Secretary-General	—	—	—	—
D-2	1	1	—	—
D-1	2	2	—	—
P-5	4	4	—	—
P-4	17	17	—	—
P-3	11	11	—	—
P-2/P-1	1	1	—	—
Subtotal	**36**	**36**	—	—
General Service and other				
Principal level	—	—	—	—
Other level	11	12	1	—
Security Service	—	—	—	—
Subtotal	**11**	**12**	—	—
Total	**47**	**48**	**1**	—

[a] **In accordance with General Assembly resolution 58/298 (para. 12).**

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2006/07) (1)	Apportionment (2007/08) (2)	Cost estimates (2008/09) (3)	Variance Amount (4)=(3)–(2)	Variance Percentage (5)=(4)÷(2)
I. Post resources	—	7 277.6	7 928.2	650.6	8.9
II. Non-post resources					
General temporary assistance	—	715.3	1 632.7	917.4	128.3
Consultants	—	507.0	708.7	201.7	39.8
Official travel	—	2 462.7	2 521.6	58.9	2.4
Other supplies, services and equipment	—	895.9	871.6	(24.3)	(2.7)
Subtotal II	—	**4 580.9**	**5 734.6**	**1 153.7**	**25.2**
Total I and II	—	**11 858.5**	**13 662.8**	**1 804.3**	**15.2**

(d) Justification of posts

Integrated Training Service

Training Assistant (GS (OL))

109. An additional Training Assistant post (GS (OL)) is proposed for the Integrated Training Service. The incumbent of the post will be responsible for the coordination, management and monitoring of 791 DPKO and DFS staff members who are required to attend training programmes. This role will be strongly focused on administrative duties given the number of staff involved annually. This will ensure that all staff members required to attend the training programmes are managed in an effective and efficient manner, taking into consideration that the current support staff in the Integrated Training Service are fully committed to other responsibilities. The Service currently has six support staff, all fully dedicated to specific tasks. It has one Administrative Assistant dealing with personnel and finance issues; one Information Technology Systems assistant committed to IT issues; two Team Assistants, one assisting the Training Development Section and with publication issues, the other fully committed to the programme management team, as well as being the secretary of the Chief of the Service; and two Training Assistants who support over 103 training activities that the Service supports each fiscal year.

(e) Analysis of resource requirements[1]

	Cost estimates	Variance	
Posts	$7 928.2	$650.6	8.9%

110. The provision of $7,928,200 will cover salaries, common staff costs and staff assessment for the 47 continuing posts and 1 proposed new post. The variance is attributable to the application of turnover factors (4.9 per cent for Professional staff and 1.9 per cent for General Service staff), to the computation of requirements for the additional posts approved in the 2007/08 period in respect of which delayed

recruitment factors of 50 per cent (Professional staff) and 35 per cent (General Service staff) were applied in the 2007/08 budget, as well as to increased standard costs and the proposed establishment of additional posts for 2008/09.

	Cost estimates	*Variance*	
General temporary assistance	$1 632.7	$917.4	128.3%

Partnership Section

(1 P-5, 1 P-4, 1 GS (OL))

111. Effective partnerships have become one of the most crucial elements of successful peacekeeping given the range of increasingly complex arrangements under which United Nations peacekeepers work together with a broad range of United Nations, regional and subregional partners. Effective and efficient partnerships are central to every aspect of mission planning and implementation, from strategic policy coordination to well-functioning integrated missions, including support aspects, and successful transition to longer-term peacebuilding. It was in recognition of this fact that DPKO made partnerships one of the priorities of its peacekeeping reform agenda, entitled "Peace Operations 2010". The Partnership team supports DPKO and DFS closely in developing partnerships with external as well as United Nations partners. The priorities for the Partnership team are cooperation with regional organizations — AU and EU as well as NATO, development partners, including the World Bank, and key United Nations partners, such as UNDP. Good progress was made in these areas in 2007/08 using the general temporary assistance funds provided for the Partnership team. With regard to EU, DPKO has continued to build on the lessons and experience of the EU Force deployed in the Democratic Republic of the Congo and, in cooperation with EU, has developed joint coordination mechanisms to facilitate joint planning and engagement. These mechanisms are being used in support of MINURCAT to explore mechanisms for rapid EU financial support to assist the Mission in providing training support to Chadian police. With regard to the World Bank, the Partnership team has finalized guidelines on joint operational initiatives with the Bank and is providing support to two missions (MINUSTAH and MONUC) that are preparing initiatives with the Bank. Effective cooperation with UNDP and other United Nations bodies underpins the Departmental approach to integrated missions. Over the long term (within the next five years), the priority is the development of a strategic plan for policy and operational level engagement with peacekeeping partners and international financial institutions.

112. In this connection, the continuation of three general temporary assistance positions (1 P-5, 1 P-4 and 1 GS (OL)) is proposed in order to continue the advances made in establishing Partnership frameworks for DPKO and DFS. In due course, DPKO and DFS will need to review and assess, including through input of United Nations peacekeeping partners, this nascent capacity and how the Departments can reinforce and build on it, as well as how to organize to maximize efficiency in their partnership capacities.

Peacekeeping Best Practices Section

Editor (P-3)

113. One general temporary assistance position at the P-3 level is proposed to ensure that peacekeeping policy and guidance is of consistent style and professional quality. Providing clear and easily understood policy and guidance for staff is a priority for the Departments as they strive to improve efficiency and effectiveness of mandate implementation and support integration of DPKO and DFS. The practice of developing operational policy and guidance is becoming systematic in the two Departments. As such, as more subject-matter experts become involved in writing policies and guidance materials and more materials are produced, the need for a dedicated editor to review all documents has increased.

114. The incumbent of the proposed position would ensure that the content of policy and guidance is communicated in the most effective and accessible way; ensure that there is consistency in style and terminology among all policy and guidance materials produced; set a consistent tone in and approach to the materials; ensure that format and content is in accord with DPKO/DFS practices; and rewrite documents, as needed, to ensure uniformity, coherence and proper grammar usage. The editor would review a minimum of 45 policies, standard operating procedures, guidelines and manuals, noting that manuals are complex technical documents and can be upwards of 200 pages (for example, the Mission Start-up Manual contains 264 pages and the Fuel Operations Manual contains 476 pages).

Child Protection Adviser (P-4)

115. In 1999 the Security Council requested the Secretary-General to incorporate child protection into peace operation mandates when appropriate. The first Child Protection Adviser was deployed to UNAMSIL in 2000 and there are currently approximately 60 such advisers deployed in 6 peacekeeping missions. Child Protection Advisers are responsible for advising the Special Representatives of the Secretary-General and the peacekeeping mission staff, including military and police personnel, on child protection issues.

116. In the seven years since Child Protection Advisers have been deployed, there has been little dedicated guidance, coordination or backstopping at Headquarters. The Peacekeeping Best Practices Section has taken the first steps in identifying the need for policy and best practice guidance with an initial Child Protection Adviser (10 months of general temporary assistance) funding approved in the 2007/08 financial period in the support account. However, additional time is required to establish policy priorities, review the current terms of reference for child protection advisers, implement outstanding issues identified in a 2007 lessons learned report and ensure that there is no duplication between DPKO child protection advisers and other United Nations offices. Accordingly, it is proposed to continue the general temporary assistance position (P-3) to develop and maintain a coherent policy and strategy across missions, support the monitoring and evaluation process and assess the impact of DPKO child protection initiatives.

Evaluation Officer (P-4)

117. In its resolution 61/279, the General Assembly approved the establishment of the mission evaluation team within the Peacekeeping Best Practices Section of the

Policy, Evaluation and Training Division. Two Professional-level posts were approved — one team leader at the P-5 level and one mission support specialist at the P-4 level. In order to continue the full implementation of the evaluation programme, it is proposed to establish one seconded general temporary assistance position, either one Military Officer at the P-4 level or one Police Officer at the P-4 level. The officer would be responsible for leading activities related to his or her specialization and would serve as the immediate interface for evaluation matters between the Office of Military Affairs, the Office of Rule of Law and Security Institutions and the Peacekeeping Best Practices Section.

118. The incumbent of the proposed general temporary assistance position would be responsible for assisting in the planning, implementation and follow-up of the annual mission evaluation programme, with specific regard to uniformed components of field missions. He or she would also assist in guidance and policy development for military and police aspects of mission evaluation, lead the development of policy and guidelines for the operational readiness tests of formed police units, conduct one pilot evaluation of a formed police unit and develop the policy for the operational readiness tests for military units. The incumbent would also support the development of the self-evaluation policy for DPKO and DFS at Headquarters and participate in two pilot self-evaluations.

Coordination Officers (2 P-3)

119. Over the past few years, DPKO has launched a substantial effort to improve its body of policy and guidance for field practitioners in peacekeeping. To this end, DPKO and DFS identified the area of doctrine as one of the five key areas of reform in "Peace Operations 2010". The Peacekeeping Best Practices Section is responsible for developing and managing the central architecture that underpin DPKO/DFS doctrine, policy and guidance development and for leading the way in major cross-cutting and high-level doctrine efforts. With the recent restructuring of DPKO, the critical importance of establishing a common doctrine and a common doctrine framework and processes has been accentuated.

120. As a first step in this process, the Peacekeeping Best Practices Section built the Department's doctrine or guidance framework. The comprehensive framework details all of the activities conducted in United Nations peace operations and related support and administrative activities conducted at Headquarters. It forms the backbone of the Peace Operations Intranet launched in May 2006. In supporting the two Departments, the Section also manages the process for the development and approval of new policy and guidance for DPKO and DFS staff at Headquarters and in field missions. This new process has been in place for two years and has produced over 40 policy and guidance documents. For the first half of 2008, over 20 policies or other guidance materials will be developed by DPKO and DFS. In some cases, policy and guidance will be jointly developed with other parts of the United Nations system, such as the Office of the United Nations High Commissioner for Human Rights, the Office for the Coordination of Humanitarian Affairs and the Electoral Affairs Division/Department of Political Affairs, to build greater policy coherence across departments and offices. Once new policy and guidance are developed and approved, they are posted in the Peace Operations Intranet, against the guidance framework, for personnel in the field and at Headquarters to access. In order to achieve the "Peace Operations 2010" doctrine reform goal, significant project work remains to be done in the next two years to

produce critical doctrine priorities in DPKO and DFS. In order to assist with the policy development processes and to take forward specific cross-cutting policy/doctrine initiatives, the Peacekeeping Best Practices Section would like to request the continuation of two general temporary assistance positions at the P-3 level. Over the past two years, the incumbents of these positions have provided much needed support to the development of doctrine and policy, helped to develop the overall doctrine framework and enabled the Section to deliver on important guidance materials, such as the pilot version of the mission start-up field guide. In 2008/09, the general temporary assistance positions will enable progress on key outputs for the year, including the finalization of the start-up guide, research and development of both DPKO and DFS-relevant materials, including a civil-military coordination manual and contract management guidelines for United Nations peacekeeping, and progress policy materials relating to mission integration. Without these resources, the Section will not be able to sustain the current level of activity.

Integrated Training Service

SMART Resource Team (1 P-4, 1 P-3)

121. The need to establish a high level of ethical behaviour and accountability to address recent issues in some of the peacekeeping missions, including the improvement of work processes and procedures, effective and efficient administration and financial management of peacekeeping operations cannot be overemphasized. The SMART programme is proposed to equip staff with a prescribed level of competence in administrative support functions; to strengthen managerial and fiduciary responsibilities by highlighting accountability for decision-making; and to create a systematic method, by providing certification, of developing and advancing mid-level and above Professional/FS staff to successive levels of responsibility. An interactive programme, SMART will facilitate non-linear learning through e-learning modules, communities of practice and face-to-face workshops that mirror the challenges of the mission environment.

122. It is proposed accordingly that a dedicated capacity, a SMART Resource Team, be established within the Integrated Training Service of DPKO to continue the development of this innovative programme, manage its piloting among core staff and senior managers and oversee its long-term implementation. Designed as a "living" programme, SMART will incorporate lessons learned, policy updates as well as new regulations and rules as they get established into the programme. As learners will join various SMART networks through their participation in the programme, dissemination of policy and regulatory updates will also be expedited in the longer term through well-established communities of practice and strengthened personal contacts across thematic areas, including finance, procurement and human resources.

123. The primary role of the SMART Resource Team will be the development of the SMART programme. This will require an ongoing review of policies, procedures and guidelines related to mission support management and functions. As SMART aims to prepare managers to adapt to the fluid and dynamic mission environment and to develop innovative responses to challenges and performance gaps based on recent mission experiences, case studies, scenarios and workshop activities will be continuously adapted to reflect the latest management decisions, including audit and OIOS findings. For career development and certification, the team will work closely

with OHRM in DM to ensure adequate succession planning and clearance, as well as on policies related to management and accountability in the areas of procurement, financial management and budgeting, human resources management and mission planning.

124. Through the ongoing development of the course modules, an entry test, case study-related tests and face-to-face workshops, the SMART Resource Team will review and incorporate technical advice provided to mission managers and the impact in cases where no clear guidance or precedent existed earlier. As recent field experiences are incorporated into the programme to capture and transition tacit and anecdotal knowledge to its pragmatic application, the SMART Resource Team will liaise directly with the Best Practices Section to prevent duplication of effort and guarantee wider dissemination of lessons learned. In the longer term, the team will provide an internal capacity for the Department and peacekeeping missions to react swiftly to administrative regulatory processes and performance gaps through an established roster of SMART network colleagues who would possess a broad cross-functional knowledge base.

125. It is proposed, accordingly, to establish two new general temporary assistance positions: one SMART Resource Team Leader (P-4) and one Resource Officer (P-3). The approval of these positions will provide DPKO and DFS with capacity to support its senior mission managers in key operational areas, maintain the vital momentum among staff, management and donor support already generated by efforts to date and ensure effective leadership with the Headquarters counterparts, including DM, as well as with senior managers in the field (mostly at the P-5/D-1 levels) whom the team is primarily focused to serve.

Training Officer (P-4, 11 months)

126. United Nations staff members are required to attend a number of mandatory training programmes. They include, among others, the leadership management development programme for all managers at the D-1 and D-2 levels, the management development programme for all staff at the P-4 and P-5 levels, the competency-based interviewing skills course for all staff participating in interview panels, and ethics and integrity awareness, and prevention of harassment in the Workplace training for all staff.

127. Two of these mandatory programmes can be done online, but other programmes require the use of facilitators and considerable resources for planning, organization, conduct and proper evaluation. While OHRM has been mandated and receives biennial funding from the regular budget to conduct such training for staff members of the Secretariat on regular budget posts, funding is required to extend these training programmes to cover DPKO and DFS staff members on support account posts. Such posts actually represent 93 per cent of the total of 791 posts in the two Departments. As a result of inadequate funding, most DPKO and DFS staff have not had the opportunity to access the above-mentioned mandatory training programmes.

128. DPKO and DFS recognize that training should target all categories of staff regardless of the funding basis of their posts and intend to provide equal opportunity to all staff members of the two Departments to participate in the Secretariat mandatory training. Accordingly, the Integrated Training Service has developed a close collaboration with OHRM in order to be able to offer these programmes, as

well as other recommended courses currently available for the incumbents of regular budget posts, to all staff in both Departments.

129. The collaboration between the two Departments has resulted in a proposed project that will include the development and implementation of additional training programmes by OHRM to include DPKO and DFS staff members, including planning, administration and evaluation of the programmes. The Integrated Training Service and OHRM will also work collaboratively to customize existing Secretariat-wide training programmes for the staff of the two Departments, as necessary, and pilot these new courses.

130. Accordingly, a general temporary assistance position of Training Officer at the P-4 level is proposed for 11 months to provide management for the initiative to customize existing Secretariat-wide training programmes. The proposed position is required to provide management and administrative support. The Training Officer will work closely with OHRM to ensure that the objectives of the global staff development policies and centrally organized training programmes are properly implemented in the new training curricula and that they are tailored to the specific needs of DPKO and DFS. Once the tailoring has been finalized and the pilot phase is over, this position would no longer be required.

	Cost estimates	*Variance*	
Consultants	$708.4	$201.4	39.7%

131. The consultancy requirements for 2008/09 are as follows:

(United States dollars)

Expertise	*Person/month*	*Amount*	*Output reference*
Mission planning and assessment	—	139 700	4 comprehensive mission evaluations, including follow-up of recommendations Immediate evaluation capacity provided to review critical incidents in missions Policy, guidelines and standard operating procedures developed for operational readiness tests of formed police contingents. 1 pilot evaluation conducted Policy for operational readiness tests for military units developed
Training (Integrated Training Service)	—	568 700	—
Total		**708 400**	

132. The provision of $139,700 will cover requirements for the evaluation capacity in DPKO and DFS with a comprehensive assessment and internal evaluation mechanism to assist in the effective management of field missions. The consultancy will provide for the engagement of former senior officials of peacekeeping missions

(former Special Representatives of the Secretary-General/Deputy Special Representatives of the Secretary-General, Force Commander or Police Commissioner) with the requisite experience and qualifications to conduct the mission evaluations and provide impartial and objective reports on the ability of missions to effectively implement Security Council mandates and manage and administer their resources in accordance with United Nations policies. The consultants would lead a team comprised of members of the evaluation unit and additional specialists drawn from both DPKO and DFS. Support from other departments may also be required. At the conclusion of the evaluation visits, the consultants will lead the preparation of a comprehensive evaluation report, including the identification of recommended remedial actions to be taken by DPKO, DFS and field missions.

133. The provision of $568,700 is required for subject-matter experts and specialist trainers to develop training products on substantive areas of peacekeeping operations and conduct pilot training courses following the newly developed training curricula. These training products will support such areas as the integrated mission planning process, Integrated Operational Teams, the leadership and management development programme, United Nations police training, peacekeeping best practices and various technical areas in DPKO and DFS. In addition, funds will be required to hire external consultants to function as facilitators at workshops and as resource persons for the SMART programme.

	Cost estimates	*Variance*	
Official travel	$2 521.6	$58.9	2.4%

134. The travel requirements for the 2008/09 financial period are as follows:

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission assessment and planning	437 000	Meet the priorities for mission evaluation, policy development and training agreed in coordination with senior management of both DPKO and DFS Development and issuance of cross-cutting DPKO/DFS policy, guidance and best practices on strategic and operational issues, including mission integration, risk management, civil/military coordination and contract management. Completion and dissemination of the mission start-up field guide and dissemination of the capstone doctrine document 3 new guidance documents on strategic and cross-cutting issues, and specialized areas, such as gender, HIV, child protection, civil affairs, issued to all peacekeeping operations 3 needs assessment visits to peacekeeping missions and provision of subject-matter advice in the areas of gender, civil affairs, child protection, best practices and HIV/AIDS, as requested by missions

Type of travel	*Amount*	*Output reference*
		20 policy processes to support DPKO/DFS guidance development, including support to knowledge management, trends analysis, policy development, policy review, approvals, issuance and promulgation 2 high-level policy documents on civilian management of missions and mission integration issued 4 comprehensive mission evaluations, including follow-up of recommendations Immediate evaluation capacity provided to review critical incidents in missions Policy, guidelines and standard operating procedures developed for operational readiness tests of formed police contingents. 1 pilot evaluation conducted Policy for operational readiness tests for military units
Political consultation and coordination	64 000	Guidelines for United Nations-EU coordination in peace operations, including modalities for logistics arrangements completed Modalities for formal regular coordination and cooperation with NATO established Third joint initiative with the World Bank in a post-conflict context identified
Seminars and workshops	67 000	Meet the priorities for mission evaluation, policy development and training agreed in coordination with senior management of both DPKO and DFS
Technical support	32 000	Enhanced United Nations peace operations Intranet to deliver guidance and best practice materials to missions 5 new communities of practice — knowledge networks linking staff doing similar jobs in different missions — established and used in the field, and improved facilitation following the publication of a facilitators' manual Mission Best Practices Officers recruited and network strengthened through guidance and training, including through the organization of annual workshops, joint reviews of workplans (once per year) and the convening of regular teleconferences (6/year)
Integrated Training Service	1 921 600	
Total	**2 521 600**	

135. The amount of $437,000 will provide for travel to conduct mission assessment visits in order to identify priorities for training, policy development and evaluation. The visits will review the effectiveness of support provided to the missions by the Policy, Evaluation and Training Division. The results of the visits will be used to shape the workplan of the Division in order to meet the priorities of field missions. Moreover, the travel provision also covers requirements for various substantive areas, including gender, HIV/AIDS and civil affairs, to undertake mission planning

and assessment. Moreover, all travel for the evaluation unit to undertake mission evaluations is included.

136. The amount of $64,000 provides for the travel of Policy, Evaluation and Training Division staff to represent DPKO in conferences and meetings in order to undertake consultation and coordination with other political actors and United Nations partners.

137. The amount of $67,000 is proposed to participate in conferences organized by regional organizations on peace operations. Furthermore, an amount of $32,000 is proposed for the knowledge management team to travel to missions to provide technical support to implement the knowledge management toolbox.

138. The amount of $1,921,600 is required for the planned travel activities by the Integrated Training Service, including providing assistance to Member States in predeployment training of uniformed personnel deploying to United Nations peacekeeping operations. Such training activities would include training of trainers courses for uniformed personnel from Member States and regional organizations, senior leadership courses, courses for planners, a course for military and police advisers from permanent missions, support to regional and international peacekeeping training exercises organized by Member States, participation in peacekeeping training conferences organized by Member States and international organizations, lectures at peacekeeping training centres organized by Member States and international organizations, training recognition processes to assess peacekeeping training courses conducted by Member States and international organizations, and support for the travel of trainees from emerging troop- and police-contributing countries to participate in recognized courses. The planned activities are also intended to enhance mission readiness by improving staff skills with regard to training, evaluation, mission exercise processes, mission management, leadership, codes of conduct and standards of behaviour. This will involve providing support to United Nations civilian predeployment induction training courses for civilian field personnel, training activities for Integrated Mission Training Centres, mission training evaluations, senior leadership induction programme courses and training support for mission start-ups. Moreover, the activities of the Integrated Training Service include the development, update and distribution of United Nations standardized training modules to Member States, field missions, regional organizations, United Nations partners and peacekeeping training organizations.

139. These activities will include workshops to develop training curricula in thematic areas relevant to peacekeeping, review workshops to update standardized training materials, pilot training courses on newly developed training material, development of e-learning modules on issues relevant to peacekeeping and management of publications of peacekeeping training materials.

140. In addition, the development of multi-skilled, versatile staff members through career development training that promotes professionalism, efficiency and continuous learning will be included. Staff development is an ongoing process and priority within the Organization, and is aimed at enhancing organizational core values and core competencies. The development of skills will enable staff members to fulfil their individual career aspirations; in this regard, the Integrated Training Service also plans to conduct a leadership development programme for staff at the D-1/D-2 level and a management development programme for staff at the P-4/P-5

level. The training activities will be conducted in conjunction with the Training Delivery Section of the Integrated Training Service established at UNLB.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$871.6	($24.3)	(2.7%)

141. The provision of $871,600 will cover training fees and supplies in relation to the activities of the Integrated Training Service. The variance is attributable to decreased requirements for training fees and supplies.

6. Overall resource requirements for the Department of Peacekeeping Operations

(a) Human resources requirements

Category	*2007/08*	*2008/09*	*Change*	*Rejustified*[a]
Professional and above				
Under-Secretary-General	—	—	—	—
D-2	4	4	—	—
D-1	9	10	1	—
P-5	37	38	1	—
P-4	150	153	3	—
P-3	76	78	2	—
P-2/P-1	10	10	—	—
Subtotal	**286**	**295**	**7**	
General Service and other				
Principal level	2	2	—	—
Other level	86	89	3	—
Security Services	—	—	—	—
Subtotal	**88**	**91**	**3**	—
Total	**374**	**384**	**10**	—

[a] In accordance with General Assembly resolution 58/298 (para. 12).

(b) Financial resource requirements

(Thousands of United States dollars)

				Variance	
Category	*Expenditures (2006/07) (1)*	*Apportionment (2007/08) (2)*	*Cost estimates (2008/09) (3)*	*Amount (4)=(3)-(2)*	*Percentage (5)=(4)÷(2)*
I. Post resources	82 727.1	52 499.6	63 404.2	10 904.6	20.8
II. Non-post resources					
General temporary assistance	3 814.5	1 803.8	2 769.6	965.8	53.5
Consultants	372.2	756.0	810.4	54.4	7.2
Official travel	6 669.2	5 089.3	6 066.8	977.5	19.2

Category	Expenditures (2006/07) (1)	Apportionment (2007/08) (2)	Cost estimates (2008/09) (3)	Variance Amount (4)=(3)-(2)	Variance Percentage (5)=(4)÷(2)
Facilities and infrastructure	922.8	2 137.0	1 244.5	(892.5)	(41.8)
Communications	1 338.6	547.7	11.0	(536.7)	(98.0)
Information technology	6 921.1	1 224.5	—	(1 224.5)	(100.0)
Medical	—	3.7	—	(3.7)	(100.0)
Other supplies, services and equipment	1 212.3	1 030.3	1 098.8	68.5	6.6
Subtotal II	**21 250.7**	**12 592.3**	**12 001.1**	**(591.2)**	**(4.7)**
Total I and II	**103 977.8**	**65 091.9**	**75 405.3**	**10 313.4**	**15.8**

Executive Office: centrally administered costs

	Cost estimates	Variance	
Facilities and infrastructure	**$1 244.5**	**($892.5)**	**(41.8%)**

142. The amount of $1,244,500 provides for office supplies ($433,000) for all of the DPKO and DFS staff at Headquarters on the basis of updated standard rates, as well as for the rental of photocopiers ($173,500), the replacement of worn-out furniture and the acquisition of furniture for the proposed additional staff ($620,000). Moreover, an additional amount ($18,000) is required for a rental agreement with ECA for the African Union Peacekeeping Support Team.

143. Reduced requirements are attributable to the reduction in new proposed posts compared to the proposed posts in the 2007/08 financial period.

144. The 2007/08 approved resources and the cost estimate for 2008/09 for centralized information technology and communications services were realigned to reflect centrally administered provisions made in the 2008/09 period under DFS centrally administered costs under the responsibility of ICTD.

B. Department of Field Support

1. Office of the Under-Secretary-General

(a) Results-based framework

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Positive comments by Member States on the Department's work, in particular on reforms to peacekeeping and the establishment of new capacities to meet emerging needs of peacekeeping
	1.2 Increased reporting by Member States regarding corrective action (disciplinary or prosecutorial) taken on cases of misconduct referred to them by the Secretariat

	1.3 Reporting on conduct and discipline included in all reports of the Secretary-General to the Security Council on peacekeeping missions, as appropriate

Outputs

- 10 briefings to ACABQ, the General Assembly and other legislative bodies
- 25 meetings with/briefings to Member States and regional organizations
- 10 presentations on peacekeeping issues at conferences, seminars and other public forums
- 10 interviews with and briefings to the media
- 12 visits to major financial contributors, key troop- and police-contributing countries and other Member States
- 20 briefings to stakeholders, including Member States and senior Headquarters and peacekeeping mission leadership, on implementation of the comprehensive strategy on sexual exploitation and abuse

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Initiatives and actions to strengthen Headquarters support to field operations
	3.2 90 per cent of all new United Nations peacekeeping personnel briefed on conduct and discipline issues upon arrival in missions
	3.3 Level of serious allegations remains the same/does not exceed 2007 figures (260 cases)

Outputs

- 8 visits to peacekeeping operations to consult with mission leadership and assess the effectiveness and coherence of support for the field
- A roster for senior military, police and civilian personnel of qualified candidates and a targeted outreach plan that establishes partnerships with Member States, professional, governmental and non-governmental organizations, and United Nations agencies, funds and programmes
- Forecasted vacancy report in senior military, police and civilian leadership posts and administration of selection and appointment processes for the recruitment of senior leadership posts
- Guidance to 17 peacekeeping operations on the assessment of risks and the implementation of risk-mitigation measures, including through the development and dissemination of policies and procedures to address risk issues
- Visits to 4 peacekeeping operations to conduct a risk assessment and assessment of risk-mitigation measures

Conduct and Discipline Unit

- Guidance and oversight provided to 19 United Nations peacekeeping or special political missions and UNLB on measures to prevent misconduct, monitoring the application of United Nations standards of conduct, handling of and follow-up on allegations and cases, disciplinary policies and measures for all categories of personnel

- 5 visits to peacekeeping operations and 4 training/workshop sessions for personnel in Conduct and Discipline Units, including one Chief of Conduct and Discipline Unit workshop, to provide updates and technical advice on conduct and discipline issues
- 3 visits to troop-contributing countries for monitoring of the deployment training on conduct and discipline and sexual exploitation and abuse
- Action taken on an estimated 300 category-I allegations investigated by OIOS and by peacekeeping field missions and referred to Headquarters, and an estimated 200 category-II misconduct investigations in 19 peacekeeping operations or special political missions and UNLB, including action on recommendations relating to Board of Inquiry cases
- Conduct and discipline policies updated

External factors

- Availability of qualified military, police and civilian candidates for service in peace operations
- Political will of Governments to participate constructively in risk assessment and mitigation
- Cooperation of Member States on substantiated cases of misconduct involving uniformed personnel (Conduct and Discipline Unit)

(b) Human resources requirements

Category	*2007/08*	*2008/09*	*Change*	*Rejustified*[a]
Professional and above				
Under-Secretary-General	—	—	—	—
D-2	—	—	—	—
D-1	1	1	—	—
P-5	13	14	1	—
P-4	13	14	1	—
P-3	6	7	1	—
P-2/P-1	1	2	1	—
Subtotal	**34**	**38**	**4**	—
General Service and other				
Principal level	—	—	—	—
Other level	13	15	2	—
Security Service	—	—	—	—
Subtotal	**13**	**15**	**2**	—
Total	**47**	**53**	**6**	—

[a] In accordance with General Assembly resolution 58/298 (para. 12).

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2006/07) (1)	Apportionment (2007/08) (2)	Cost estimates (2008/09) (3)	Variance Amount (4)=(3)-(2)	Variance Percentage (5)=(4)÷(2)
I. Post resources	—	6 489.8	8 544.1	2 054.3	31.7
II. Non-post resources					
General temporary assistance	—	59.5	580.1	520.6	875.0
Consultants	—	—	—	—	—
Official travel	—	275.6	296.0	20.4	7.4
Subtotal II	—	**335.1**	**876.1**	**541.0**	**161.4**
Total I and II	—	**6 824.9**	**9 420.2**	**2 595.3**	**38.0**

(d) Justification of posts

Office of the Under-Secretary-General

Risk management team

Programme Officer (P-3);Associate Programme Officer (P-2)

145. In recent years, mandates for peacekeeping missions have become more complex and missions have become more integrated. Consequently, DPKO and DFS have experienced increased complexities in implementation requirements for peacekeeping missions. In order to ensure that staff members are able to meet these increasingly demanding requirements in a safe and efficient way, DPKO and DFS need to provide managers with the appropriate risk management tools that are necessary to optimally manage the new challenges. Although managers actually implement informal risk management on one level or another while carrying out their duties, there is currently no systematic way to carry out risk assessments against a set framework within peacekeeping operations. The external risk assessment of DPKO commissioned in 2006 by OIOS concluded that there was a need to develop a risk management mechanism and make adjustments to existing processes to enhance overall risk management expertise. The 2006 comprehensive review of governance and oversight within the United Nations and its funds, programmes and specialized agencies (A/60/883/Add.2) specifically recommended that the Secretariat systematically implement enterprise risk management.

146. Mission and Headquarters managers will need to utilize a unique methodology and process to standardize implementation by DPKO and DFS of management of risks to institutional memory. The two Departments must develop this management resource in order to systematically reduce the likelihood and impact of potential risk events on mandate implementation and to enhance the benefits of potential opportunities. The two Departments need a single structured methodology for managers to clearly articulate, prioritize and efficiently manage risks inherent to peacekeeping activities producing optimum benefits for mandate implementation. Proper implementation of risk management will afford stakeholders of peacekeeping operations enhanced clarity in requests for resource allocation made by DPKO and DFS. In effect, the practice of efficient risk management helps managers structure the breakdown of work to be completed, ensures due diligence in the identification

of known associated risks and forces managers to prioritize mitigation strategies, thus optimizing focused usage of limited resources.

147. In the context of the importance of incorporating risk management in all aspects of field operations, it is proposed to establish dedicated capacity in the Office of the Under-Secretary-General to introduce and coordinate an internal risk-management approach in the planning and execution of peace operations in the field. This capacity will ensure that risks that may have an adverse impact on the conduct of a peacekeeping mission are identified at an early stage and effective risk-mitigation strategies are implemented.

148. In this connection, it is proposed to establish two posts (one Programme Officer at the P-3 level and one Associate Programme Officer at the P-2 level) to ensure that risk management becomes an integrated and ongoing process implemented by managers at Headquarters and peacekeeping missions, while at the same time ensuring full adherence to Secretariat-wide risk management policy, guidelines and tools. Proper risk management will enhance DFS capacity to identify management priorities and contribute to consolidating efforts to provide a management tool to support the efficient and cost-effective implementation of peacekeeping mandates in a more coherent and cost-effective fashion. Establishing standard risk registers in missions and at Headquarters will provide stakeholders with risk management overviews at the activity, mission and organization levels. The capacity will be dedicated to supporting the implementation of risk management tools to provide clarity to and assist decision-making with sharp focus on operational and managerial support aspects of mounting and sustaining United Nations peace operations. It will also help highlight areas where management decisions need priority optimization. Research demonstrates that efficient risk management leads to optimized resource allocation and usage and increases focus on mandate implementation success.

149. A Programme Officer (P-3) would develop and enhance tools and guidelines and assist in the preparation of training materials for risk assessment, monitoring and reporting in the field; provide substantive guidance and facilitate field mission risk management processes, including those linked to Headquarters frameworks; develop reporting formats and distribution timelines for all risk management matrices; provide guidance on and introduce methodologies for collecting, collating and disseminating information and data related to risk management planning; and carry out other programmatic and administrative tasks related to the risk management function, such as providing guidance to field missions in the preparation of results-based budgeting frameworks and the preparation of inputs for audits.

150. An Associate Programme Officer (P-2) would support the development of a risk management roll-out plan. The incumbent would provide support in the development of additional DFS risk management tools and, working with the appropriate DPKO and DFS offices, assist in the implementation of risk management at Headquarters and missions and its incorporation in training programmes.

151. The proposed dedicated staffing capacity would ensure that specific DPKO and DFS peacekeeping-related risk management requirements are addressed in the broader context of, and aligned with, the future Secretariat-wide risk management framework and provide the necessary, timely response capacity to systematically

mitigate risks in a manner responsive to the high-tempo activities inherent in United Nations peace operations. With the establishment of the proposed capacity, DFS will be able to efficiently implement risk management in DPKO and DFS offices at Headquarters and missions, and develop risk management tools tailored to the two Departments.

Audit Response and Board of Inquiry team

Senior Administrative Management Officer (P-5); Operational Review Officer (P-4); Administrative Assistant (GS (OL))

152. It is proposed to establish a Senior Administrative Management Officer at the P-5 level to provide overall management and supervision of activities related to responses to audit observations and recommendations and Board of Inquiry findings. There has been a 169 per cent increase in the number of reports issued by the oversight bodies over the last three years. From a total of 88 reports issued during 2004, the number has increased to 237 in 2007. Needless to mention, in turn, the recommendations made in these reports have also increased dramatically from 1,411 in 2004 to 2,130 in 2007. This has further resulted in a significant increase in workload involving analysis of the recommendations and follow-up action to implement them. The incumbent would therefore provide strategic support to senior management of DPKO and DFS and field missions on audit, investigation and Headquarters Board of Inquiry issues, including the identification of trends, gaps in policy, procedures and guidelines as well as emerging issues for the two Departments and field missions to address through preventive and/or corrective action, as required. He or she would interact on a routine basis with the Directors of the United Nations BOA, Joint Inspection Unit and OIOS as well as with senior management of the two Departments and field missions. In addition, he or she would ensure that inputs to reports of the oversight bodies to the General Assembly and responses to requests from permanent missions are provided in a timely and comprehensive manner.

153. Many Member States have increasingly requested information on and analysis of causes of serious incidents in field missions that involve fatalities, serious injuries and conduct and discipline cases. Such cases are normally investigated by a Headquarters Board of Inquiry, which is an essential management tool to ensure proper accountability, develop policies and guidance and identify best practices to prevent such incidents. Headquarters Board of Inquiry reports also remain a key information tool for Member States to pursue appropriate national procedures concerning incidents involving their personnel.

154. Prior to July 2007, there was no dedicated capacity within the Department to systematically review all Headquarters Board of Inquiry reports and their recommendations. Currently, there is one post at the P-3 level for the Board of Inquiry team, effective 1 July 2007, which has caused a serious backlog of cases at Headquarters without full and appropriate follow-up. To address the issue, an additional Operational Review Officer at the P-4 level is proposed to review and manage Board of Inquiry reports received from field missions.

155. The Operational Review Officer would act as a central point to receive and review Board of Inquiry reports from all missions. The incumbent would also develop and issue guidance on the notification of casualties of United Nations personnel in the DPKO/DFS-led field missions. Furthermore, the incumbent would

regularly analyse data on such casualties in order to identify trends and recommend improvements in policy and practice and for public information purposes. The officer would review and follow up on the recommendations contained in the current backlog of 2,427 Board of Inquiry reports received from all missions for the period 1999 to 2006, as well as help establish a comprehensive Board of Inquiry database that includes an electronic tasking, monitoring and reporting function. Another critical priority is to review current guidance and procedures for conducting Boards of Inquiry and to develop templates. In addition to clearing the existing backlog of reports, it is estimated that the Board of Inquiry team would handle recommendations pertaining to an average of 500 new reports that will be received from all missions in 2008/09.

156. It is also proposed to establish a post of Administrative Assistant (General Service (Other level)) to support the Audit Response and Board of Inquiry team. The incumbent would provide administrative and clerical support by initiating and drafting routine correspondence, processing incoming and outgoing correspondence (logging, distributing, dispatching and maintaining all Board of Inquiry and audit-related files); assist with data entry into the Board of Inquiry database; carry out record-keeping and develop an archiving schedule; prepare notification memorandums announcing audit visits to offices of DPKO and DFS and field missions; arrange and take notes at audit entrance and exit conferences; track and follow up with offices in DPKO and DFS and field missions on their responses to interim and final reports of the oversight bodies. In addition, the incumbent would assist in proofreading and editing outgoing correspondence.

Senior Leadership Appointments Section

Human Resources Assistant (GS(OL))

157. The Senior Leadership Appointments Section was established with a view to providing dedicated support to the appointment of suitably qualified personnel to leadership positions in the field. In addition to a Chief of Section at the P-5 level, there are currently two approved Professional posts (1 P-4 and 1 P-3) in the Section supported by one Administrative Assistant (GS(OL)). In addition to these continuing requirements, it is proposed to establish a post of Human Resources Assistant (GS(OL)) to assist in the development and maintenance of tracking and reporting mechanisms to automate the monitoring of appointments of senior mission leadership positions in United Nations peace operations. The incumbent would support the development and updating of the roster of highly qualified candidates for senior-most positions in the field. He or she would also liaise with EOSG, OHRM and the Field Personnel Division of DFS to ensure the timely issuance of letters of appointment and extensions as well as follow through with all administrative processes related to the recruitment and administration of senior mission leadership.

(e) Analysis of resource requirements[1]

	Cost Estimates	*Variance*	
Posts	$8 544.1	$2 054.3	31.7%

158. The provision of $8,544,100 will cover salaries, common staff costs and staff assessment for the 47 continuing posts and 6 proposed new posts. The variance is

attributable to the application of turnover factors (4.9 per cent for Professional staff and 1.9 per cent for General Service staff), to the computation of requirements for the additional posts approved in the 2007/08 period in respect of which delayed recruitment factors of 50 per cent (Professional staff) and 35 per cent (General Service staff) were applied in the 2007/08 budget, as well as to increased standard costs and the proposed establishment of additional posts for 2008/09.

	Cost Estimates	*Variance*	
General temporary assistance	$580.1	$520.6	875%

159. An amount of $580,100 is proposed for general temporary assistance for the Conduct and Discipline Unit, Audit and Board of Inquiry Sections and the Office of the Under-Secretary-General (1 P-5, 1 P-4, one P-3 and 2 GS(OL)), all for 12 months.

Conduct and Discipline Unit

Senior Policy Adviser (P-5, 12 months)

160. As the regime of policy and directives regarding conduct and discipline is still under development, it is proposed to continue a general temporary assistance position at the P-5 level for 12 months. The Senior Policy Adviser would provide policy guidance and strategic direction on misconduct issues to the Conduct and Discipline Officers at Headquarters and in United Nations peace operations. He or she would provide sound and innovative advice on conduct and discipline issues to the Chief of the Conduct and Discipline Unit, and would have a leading role in developing strategies and measures to address conduct and discipline issues during the planning, implementation, monitoring and evaluation and liquidation of United Nations peace operations. Moreover, he or she would undertake review of and draft policies and procedures on conduct and discipline issues and consult with internal and external entities with respect to implementation; ensure coherence between discipline-related policies, procedures and guidelines relating to all categories of United Nations peace operations personnel; monitor the effectiveness of the enforcement of United Nations standards of conduct for personnel in United Nations peace operations; and monitor decisions of the Secretariat and of Member States affecting disciplinary issues relating to personnel in United Nations peace operations.

Disciplinary Officer (P-3, 12 months)

161. Owing to a high volume of cases, the increased complexity of cases and a backlog of cases, it is proposed to establish a general temporary assistance position of Disciplinary Officer (P-3) for 12 months. The incumbent would provide policy guidance and technical advice on the Department's disciplinary procedures relating to the three categories of United Nations field personnel (civilian, military and police). The officer would review investigation reports and liaise with conduct and discipline teams in peacekeeping operations on individual cases of personnel misconduct to ensure the application of relevant disciplinary procedures. He or she would liaise with OIOS on category-I misconduct cases and assist in providing briefings and training on the disciplinary procedures and in the development of strategies, procedures and guidelines on conduct and discipline issues, as required.

Administrative Assistant (GS(OL), 12 months)

162. An Administrative Assistant position is proposed to deal with incoming and outgoing correspondence in relation to the high volume of cases; maintain a filing system for the office; and perform other general office services. Owing to the volume of complaints and investigations from field missions, there is a significant amount of filing, sorting and follow-up of correspondence to be done.

Audit Response and Board of Inquiry team

Administrative Assistant (GS (OL), 12 months)

163. There are currently four Professional staff, one at the P-4 level and three at the P-3 level, in the Audit Response and Board of Inquiry team without dedicated General Service support staff. In connection with the proposed establishment of two additional posts (1 P-5 and 1 P-3), it is proposed to establish one general temporary assistance position (GS(OL)) for 12 months to provide administrative support to the team. The incumbent would be responsible for maintaining a registry of Board of Inquiry reports received and issue them to relevant stakeholders when required, handle incoming and outgoing correspondence, monitor personnel attendance, assist with official travel arrangements, maintain a filing system and provide other administrative support services, as required.

Front office of the Office of the Under-Secretary-General

Administrative Officer (P-4, 12 months)

164. The proposal of the Secretary-General for the creation of 7 integrated operational teams envisaged a total of 42 specialist support officers. These officers would be embedded in their parent offices and assigned on a full-time basis to the Integrated Operational Teams. Following consideration of the proposals for the current 2007/08 financial period, the General Assembly approved a total of 25 posts for Integrated Operational Team specialist officers, military, police or support. Subsequently, in the context of their review of the UNAMID budget proposals, a further 13 posts for Integrated Operational Team specialist officers were approved by the Assembly in its resolution 62/232. The approved resources do not allow for the initially proposed staffing of all seven teams. Accordingly, within two regional divisions, the Asia and Middle East Division and the Africa II Division, it is proposed that the two Integrated Operational Teams share the services of one team of specialist officers. Given the extent of operations covered by the Africa II Division, general temporary assistance at the P-4 level for 12 months is proposed for an Administrative Officer (P-4) to support the two DFS specialist officers who will be assigned to that Division.

	Cost Estimates	*Variance*	
Official travel	$296.0	$20.4	7.4%

165. The travel requirements are as follows:

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/ assessments	67 000	Visits to 8 peacekeeping operations to conduct a risk assessment and assessment of risk-mitigation measures
Mission planning/ assessments	66 000	Visits to 8 peacekeeping operations to consult with mission leadership and assess the effectiveness and coherence of support for the field
Seminars/conferences	31 000	10 presentations on peacekeeping issues at conferences, seminars and other public forums
Seminars/conferences	11 000	
Senior Leadership Outreach	39 000	Development of a roster for senior military, police and civilian personnel of qualified candidates and a targeted outreach plan that establishes partnerships with Member States, professional, governmental and non-governmental organizations, and United Nations agencies, funds and programmes
Technical support	64 000	Guidance and oversight provided to 19 United Nations peacekeeping or special political missions and UNLB on measures to prevent misconduct, monitoring the application of United Nations standards of conduct, handling of and follow-up on allegations and cases, disciplinary policies and measures for all categories of personnel
		5 visits to peacekeeping operations and 4 training/workshop sessions for personnel in Conduct and Discipline Teams, including 1 Chief of Conduct and Discipline Unit workshop, to provide updates and technical advice on conduct and discipline issues
Mission planning/ assessment/consultation	9 000	Increased efficiency and effectiveness of peacekeeping operations
Mission planning/ assessment/consultation	9 000	Increased efficiency and effectiveness of peacekeeping operations
Total	**296 000**	

166. In order for the staff of the Office of the Under-Secretary-General for Field Support to conduct familiarization visits in the peacekeeping missions, participate in relevant seminars, conferences and workshops, and carry out coordinated outreach activities to broaden the pool of suitable candidates, including outreach dedicated to attracting qualified leadership, an amount of $214,000 is proposed for official travel.

167. A provision of $64,000 for travel to peacekeeping missions by staff of the Conduct and Discipline Unit is proposed to oversee the implementation,

management and oversight of delegation of procurement authority, sub-delegations and procurement reporting requirements.

168. An amount of $9,000 would provide for the travel of the Procurement Team staff members to provide procurement policy and delegations of authority related technical support in peacekeeping missions.

169. An amount of $9,000 is proposed for the travel of the Audit Response and Board of Inquiry team staff members to perform self-assessment reviews of internal control systems in peacekeeping missions based on repeated findings and recommendations of oversight bodies.

170. The variance of $20,400 is due to an increase in the cost of travel to field missions.

2. Office of Field Administrative Support

(a) Results-based framework

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Increased number of Member States expressing satisfaction in quality of documents and supplementary information provided (100 per cent of respondents)

Outputs

Field Budget and Finance Division

- Amendment of Contingent-owned Equipment Manual to include decisions by the Working Group and legislative bodies together with necessary amendments of memorandum of understanding
- Planning and making all administrative arrangements, including but not limited to compilation of national data and issuance of papers of the 2008 Working Group on Contingent-Owned Equipment
- 19 contingent-owned equipment briefings to permanent missions/delegations of Member States
- 17 predeployment briefings on contingent-owned equipment and memorandums of understanding for troop-contributing countries in support of existing operations
- Implementation of a Web-based system to allow troop-contributing countries access to Government claims information
- 3 regional briefings to major troop-contributing countries on contingent-owned equipment policies and procedures
- 3 presentations to Member States/troop-contributing countries on financial and budgetary matters

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 A fully functional mission of up to 5,000 personnel within 90 days of a Security Council mandate

Outputs

Field Personnel Division

- Strategic framework, mechanisms and procedures developed for rapid deployment, career development and management of 2,500 career civilian peacekeepers, whose appointment requires a commitment to rapidly deploy to any field mission/office, thus strengthening the ability of the Department to meet rapid deployment requirements

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Maintenance of a 6-month average processing time (from receipt of mission-certified claim to its approval by the Department) for contingent-owned equipment claims
	3.2 Reduction in DPKO/DFS/DPA final budget submission review time for missions that receive an Abacus visit: 2006/07, 2 weeks; 2007/08, 0 weeks; 2008/09, 0 weeks
	3.3 Average international civilian personnel vacancy rates for peacekeeping field missions reduced to 20 per cent for missions in a start-up, expansion or transition phase and to 15 per cent for all other field missions

Outputs

Field Personnel Division

- 5 mission assist ("tiger") teams deployed to address the recruitment and administrative and technical human resources management needs of field missions at critical times
- Direct personnel support (including recruitment, travel and administration of contracts, salaries, allowances, benefit claims and entitlements) to approximately 8,000 international staff in 18 peacekeeping missions, 16 political missions and UNLB
- Human resources policy guidance provided to approximately 8,000 international staff and 17,000 national staff serving in field missions through the chief civilian personnel sections in the field
- Harmonized conditions of service in the field implemented in coordination with OHRM, contingent upon General Assembly approval of the proposal contained in documents A/61/255/Add.1 and A/61/861
- Rosters in 22 occupational groups relevant to peacekeeping operations are maintained
- Online career support for staff members in the field and through e-mail and delivery of direct career support training and consultation to 600 staff members in 4 field missions (UNMIS, UNAMID, UNIFIL, MONUC)
- Phased implementation of a career development strategy, comprising online career path models for selected occupational groups, including the re-profiling of Chief of Section positions in field mission/office support functions to better meet the evolving needs of field operations
- Chief Civilian Personnel Officer conference and the United Nations inter-agency career development round table organized and attended
- Roll-out of the human resources action plans to all peace operations, based on lessons learned from ongoing pilot project for the implementation of such plans for 5 missions (UNAMA, UNMIT, UNMIL, MINUSTAH and UNMIS)
- Oversight and evaluation of the performance of human resources management functions in the field in 4 field missions (UNAMID, UNMIS, UNAMA and UNAMI) through participation in 4 OHRM monitoring visits

- Field central review bodies operationalized, as a result of which recruitment practices for field mission/offices are aligned with those applied in all other areas of the Secretariat
- Succession planning mechanism established to ensure timely provision of shortlists to missions of high quality candidates for Chief of Administrative Services, Chief of Integrated Support Services/Chief of Technical Services, Chief Administrative Officer and Director of Administration positions
- Framework for the classification of national posts established and implemented (in phases)

Field Budget and Finance Division

- Processed contingent-owned equipment, letters of assist and death and disability claims (from receipt of mission certified claims to their approval by the Department) for 17 field operations
- Advice to 17 field operations and permanent mission of troop/police-contributing countries on COE and death and disability matters
- Negotiations for 50 memorandums of understanding for UNAMID and 4 memorandums of understanding for MINUSTAH; amendments to 100 memorandums of understanding based on actual deployment of equipment in field operations
- Negotiations with troop/police-contributing countries for inclusion of sexual exploitation and abuse provisions in 275 memorandums of understanding
- Advice to 36 field operations, including peacekeeping operations and special political missions and UNLB on the formulation of budget proposals and performance reports, including on financial rules and regulations, policies and procedures, results-based budgeting and recommendations of legislative bodies
- Presentation and provision of background information on operational finance policies, procedures and practices to advisory and legislative bodies (ACABQ and the General Assembly) in the context of 36 field operations, including peacekeeping operations, special political missions and UNLB, and cross-cutting issues
- Financial management of 6 liquidating peacekeeping missions (UNAMSIL, MONUA, UNMISET, UNOTIL, UNTOP and ONUB), including issuance of monthly financial statements, reconciling outstanding balances in financial statements and follow-up on recommendations of the Headquarters Property Survey Board
- 8 peacekeeping mission assist visits by Abacus teams to provide in situ support to the mission budget development process
- 2 results-based budgeting support visits to field missions to advise them on their frameworks for the budget and performance reports
- Provision of information technology support, including help desk, technical maintenance and functional guidance, to 27 peacekeeping field missions/offices on SUN/Progen field financial systems
- Assessment of the extension of the EBA phase II to a larger group of users involved in the budget process, including Headquarters, field substantive and cost-centre personnel (Field Service Staff Union) (new)
- Development of updated operational finance policies, procedures and practices for 36 field operations, including guidance and liaison on operational issues related to the implementation of IPSAS
- 17 exchanges of letters between DFS and UNV Bonn negotiated and signed to outline the framework of the services of United Nations Volunteers deployed to peacekeeping operations and special political missions
- Regional visits to 5 peacekeeping field missions by senior Field Budget and Finance Division management to provide strategic advice on budget and financial issues

External factors

Peacekeeping partners will cooperate to ensure the timely completion and implementation of memorandums of understanding on the provision of troops and contingent-owned equipment

(b) Human resources requirements

Category	*2007/08*	*2008/09*	*Change*	*Rejustified*[a]
Professional and above				
Under-Secretary-General	—	—	—	—
D-2	2	2	—	—
D-1	3	3	—	—
P-5	9	10	1	—
P-4	24	28	4	—
P-3	42	45	3	—
P-2/P-1	4	4	—	—
Subtotal	**84**	**92**	**8**	—
General Service and other				
Principal level	12	12	—	—
Other level	89	92	3	—
Security Service	—	—	—	—
Subtotal	**101**	**104**	3	—
Total	**185**	**196**	**11**	—

[a] In accordance with General Assembly resolution 58/298 (para. 12).

(c) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2006/07)* *(1)*	*Apportionment (2007/08)* *(2)*	*Cost estimates (2008/09)* *(3)*	*Variance* *Amount* *(4)=(3)-(2)*	*Percentage* *(5)=(4)÷(2)*
I. Post resources	—	22 947.3	25 976.7	3 029.4	13.2
II. Non-post resources					
General temporary assistance	—	1 660.1	1 994.9	334.8	20.2
Consultants	—	42.3	185.0	142.7	337.4
Official travel	—	645.4	665.0	19.6	3.0
Other supplies, services and equipment	—	—	51.0	51.0	—
Subtotal II	—	**2 347.8**	**2 895.9**	**548.1**	**23.3**
Total I and II	—	**25 295.1**	**28 872.6**	**3 577.5**	**14.1**

(d) Justification of posts

Field Budget and Finance Division

171. The Field Budget and Finance Division (formerly the Finance Management and Support Service) of DFS was established effective 1 July 2007 to match and improve the Department's support on budget and finance to the field missions, as the level of financial support needed in the field had exceeded the capacity of the Finance Management and Support Service. The current structure of the Division is composed of the Office of the Director, Budget and Performance Reporting Service, supported by the Memorandum of Understanding Section and the Claims Management Section, which report directly to the Director.

172. Over the past six years, the Field Budget and Finance Division has absorbed the additional workload related to almost a threefold increase in the total amount of peacekeeping mission budgets (2002/03: $2.5 billion; 2007/08: $6.7 billion, including budget proposals for MINURCAT and UNAMID), a more than fourteenfold increase in the total amount of special political mission budgets (2003: $37.1 million; 2008: $525.2 million) and a threefold increase in military contingent personnel and related claims. The increasing demand of results-based budgeting, with undiminished attention to financial resources, has also significantly increased the workload involved in supporting the preparation of budget and performance reports. New mandates for the field missions also present supplementary challenges for the budgeting and financial management of approved funds and require the development of complex new financial arrangements involving multiple participants. The complex arrangements are for the new maritime units in UNIFIL and the increased collaboration with new partners, both within the United Nations common system in such areas as DDR and with regional organization partners, as in support for AMIS.

173. The Field Budget and Finance Division absorbed this workload with an increase of only 2 posts (P-3) in 2002 and 4 posts (1 D-2, 1 P-4 and 2 GS(OL)) in 2007, for a total of 74 posts, comprising 67 support account posts (1 D-2, 1 D-1, 2 P-5, 11 P-4, 20 P-3, 2 P-2, 4 GS(PL) and 26 GS(OL)) and 7 posts funded from the regular budget (1 P-5, 1 P-4, 2 P-2 and 3 GS(OL)). During this time, the Division has made improvements in budget and finance processes and systems, ranging from a standard cost manual and increased use of video teleconferences to an enhanced contingent-owned equipment/self-sustainment claims processing system. Despite these improvements, the increase in workload is such that it is no longer feasible to absorb the additional surge without additional staff capacity. In order to meet the timeliness criteria regarding the submission of performance report and budget proposals for special political missions and peacekeeping operations, the Division incurred an extraordinary level of overtime. This high level of overtime is impossible to maintain, as it has affected morale, which will affect the quality of work. Quality of services to Member States is at risk in an overstretched office environment, as staff of the Division frequently face multiple priorities at the same time and have to force decision-making processes. For the same reasons, the senior management and staff of the Division do not have the capacity to perform cross-cutting and historical operational analysis and develop forward-looking operational policies, forcing the Division to apply ad hoc solutions, which further affects the quality of services over time. Finally, management capacity constraints have affected the guidance and development of staff, while staff are expected to

work unsustainable hours. The service levels to the field reflected in the results-based framework can only be met with the proposed increase in posts. It is proposed, accordingly, to establish an additional nine posts in the Budget and Performance Reporting Service (1 P-5, 4 P-4, 2 P-3 and 2 GS(OL)) and two posts in the Memorandum of Understanding and Claims Management Section (1 P-3 and 1 GS(OL)). This would bring the total number of staff to 78, representing a 16 per cent increase in staff to address a workload increase of almost 200 per cent.

Budget and Performance Reporting Service

Chief of Africa Section (P-5); Finance and Budget Officers (3 P-4, 2 P-3 and 1 P-4 general temporary assistance conversion); Administrative and Finance Assistant (2 GS (OL))

174. The Field Budget and Finance Division implemented the Abacus team approach on a pilot basis in three peacekeeping operations (MONUC, UNOCI and UNMIL) in September 2007 and in one operation (MINURCAT) in January 2008. With this approach, the Division changed its role in the budget process from Headquarters review to in situ advice to on average 50 mission staff in the field during budget formulation. The Abacus teams were led by the Division and included staff from the other DFS divisions (Field Personnel Division, Logistic Support Division and CITD). Abacus has largely eliminated the review process of mission budget proposals at Headquarters, thereby increasing the efficiency of the budget process and timeliness of submissions. In addition, the quality of budget proposals was improved through direct advice to all budget stakeholders as well as an enhanced sense of ownership in the missions. These positive results were made possible by dispatching a sufficiently senior team of one officer at the P-4 level and one officer at the P-3 level from the Field Budget and Finance Division for a three- to four-week period. The Division would roll out the successful Abacus concept to 9 or 10 peacekeeping operations and 2 to 3 special political missions with the proposed additional posts.

175. The Budget and Performance Reporting Service manages the financial and budgetary issues of all peace operations and is responsible for supporting the formulation of the budget proposals and performance reports for 36 field operations and 6 liquidating missions. The Service currently comprises two sections: Section I and Section II. It is proposed for the Service to establish a new third section and to restructure and define the sections according to functional and geographical criteria. The proposed new structure, with clear delineation of work, will enhance service delivery and accountability. The three newly created budget sections will have the following proposed staffing: Africa Section (1 P-5, 6 P-4, 2 P-3, 2 P-2 and 6 GS(OL)); Asia and Middle East, Europe and Latin America Section (1 P-5, 2 P-4, 3 P-3 and 6 GS(OL)); Special Political Missions Section, including a liquidation team (1 P-5, 1 P-4, 5 P-3, 2 GS(PL) and 6 GS(OL)).

176. It is proposed to establish a post at the P-5 level to effectively work with senior mission staff in support of budgetary report formulation and in providing ongoing guidance on IPSAS, enterprise resource planning and enterprise budget application projects to the field. Finally, additional management capacity is required to guide and develop staff and boost morale. It is proposed that each of the three Sections be headed by a Chief at the P-5 level. Two of the posts currently exist in the Service and, together with the proposed new post (P-5), they will provide the

Service with the much needed resources to strengthen management capacity and enhance its operations. The proposed geographical and functional structure with three Sections would enhance operations, as it would introduce specialization and would enable the Division to meet service expectations.

177. The proposed structure would strengthen the support of the Field Budget and Finance Division for all missions, in particular the large and complex multidimensional operations (MINURCAT, MINUSTAH, MONUC, UNAMID, UNIFIL, UNMIL, UNMIS and UNOCI) currently supported by desk officers at the P-3 level. In the last few years, peacekeeping operations have grown in size and complexity, and the volume and complexity of data pertaining to them has increased accordingly. This has resulted in the need for more strategic analysis, interpretation of budget performance trends and guidance on results-based budgeting methodology and linkages to resources. These functions have become more demanding and require enhanced skills and related capabilities. It is proposed that support for the aforementioned large and complex operations be handled by a team of two or three staff members with one Professional staff member at the P-4 level as the team leader. The liquidation team would also be headed by a staff member at the P-4 level, as dealing with the combined caseload of all missions in liquidation is considered equivalent to handling a large and complex mission.

178. Thus, the Service would require nine Finance and Budget Officers at the P-4 level to provide support to the large and complex operations and to head the liquidation team. Five posts at the P-4 level currently exist within the Budget and Performance Reporting Service to be incorporated in the new structure and four new posts at the P-4 level are proposed, one of which is a proposed conversion of general temporary assistance to a post at the P-4 level. Six of the larger and complex missions are in the Africa region and hence come under the Africa Section. The incumbents of the six posts at the P-4 level in the Africa Section would manage MINURCAT, MONUC, UNAMID, UNMIL, UNMIS and UNOCI. The incumbent of the two posts at the P-4 level in the Asia and Middle East, Europe and Latin America Section would manage MINUSTAH and UNIFIL. The incumbents of the post at the P-4 level in the Special Political Missions Section would lead the liquidation team.

179. The Finance and Budget Officers at the P-4 level are the backbone for the Abacus teams in leading the teams to provide in situ support in the field missions during their budget formulation and development process.

180. It is proposed to establish two Finance and Budget Officer posts at the P-3 level in addition to the existing eight posts at the P-3 level in the Budget and Performance Reporting Service. The two Officers would support the Africa Section, one to support UNMEE/MINURSO and the other to provide additional assistance to the team leader (P-4) supporting UNAMID, the largest and most complicated mission. The eight existing Finance and Budget Officers (P-3) support UNMIT/UNOMIG, UNMIK/UNLB and UNFICYP/UNDOF (three posts at the P-3 level in the Asia and Middle East, Europe and Latin America Section) and UNAMI/UNOGBIS, UNAMA/UNRCCA/UNOSEK, BINUB/BONUCA/UNIOSIL, CNMC/UNOWA/UNPOS, UNSCO/UNIIIC/UNMIN/LRA, UNTSO/UNMOGIP/the Committee on Missing Persons/UNSCOL (Permanent Representative of the Secretary-General) (five existing posts at the P-3 level in the Special Political Mission Section).

181. The two existing Finance and Budget Officers (P-2) assist the team leaders (P-4) in supporting the large and complex multidimensional missions (MONUC and UNMIS).

182. The Finance and Budget Officers would be responsible for advising field missions and offices on the formulation of budget proposals, performance reports and financial implications, including on financial rules and regulations, policies and procedures, results-based budgeting and recommendations of legislative bodies. They would provide substantive support to relevant intergovernmental and expert bodies in their budget reviews and assist in securing approval from legislative bodies. They would monitor allotments, including redeployment of funds when applicable, monitor budget implementation and determine or recommend reallocation of funds when applicable, and monitor expenditures to ensure that they remain within the authorized levels. They would administer and monitor extrabudgetary resources, including by reviewing agreements and cost plans and ensuring compliance with regulations and rules and established policies and procedures. The Officers proposed at the P-3 level would be part of the Abacus teams to provide in situ support in the field missions during their budget formulation process.

183. It is proposed to establish two additional new Administrative and Finance Assistant posts at the General Service (Other level) to support the Finance and Budget Officers in the Africa, Asia and Middle East, and Europe and Latin America, and Special Political Missions Sections of the Budget and Performance Reporting Service, including by undertaking research and preparing documentation related to all core responsibilities of the Finance and Budget Officers.

Memorandum of Understanding and Claims Management Section

Finance Officer (P-3); Claim Assistant (GS (OL)) (both general temporary conversions)

184. The workload of the Memorandum of Understanding and Claims Management Section in the 2007/08 financial period increased to an unprecedented level, with the new peacekeeping mission in Darfur (UNAMID) and the conclusion of negotiations for UNIFIL. With the current expansion in peacekeeping operations, most of the traditional troop-contributing countries with extensive experience in peacekeeping are overstretched and troops from new troop-contributing countries have been deployed to some of these operations, with such deployment requiring more efforts in the process of memorandum of understanding negotiations owing to the troop-contributing countries' first experience with peacekeeping operations. For example, in the transition of AMIS troops into the AU-United Nations Hybrid Operation in Darfur (UNAMID), the majority of troop contributors would need extensive clarification of the United Nations COE reimbursement process. Moreover, UNIFIL has continued to be complex, specifically the Maritime Units, which have added a new challenge to the COE rules, procedures and reimbursement process, since this is the first time the United Nations is deploying such units. It is therefore critical that continuous detailed briefings and clarification of the memorandum of understanding and COE processes and procedures be provided to the new troop-contributing countries. With the increase in workload during the period, the Section was not able to participate in many of the predeployment visits to brief troop-contributing countries on the new COE process prior to the deployment of troops.

185. The increase in military contingents and the extensive scope of complex tasks to be performed has also resulted in a substantial increase in the quantity and complexity of verification reports. Consequently, more time will be required to analyse, calculate and process COE verification reports/claims. During the 2008/09 financial period, it is envisaged that there will be a full deployment of military contingents for all missions. The additional memorandums of understanding for UNAMID will generate additional COE claims for an estimated 792 person/days to process them. In this context, it is proposed to convert one general temporary assistance position at the P-3 level to a Claims Assistant post at the P-3 level in order to coordinate and negotiate the memorandums of understanding, process COE claims and participate more actively in the predeployment visits, especially to new troop contributors.

186. The post of Claims Assistant is proposed to assist in processing claims (528 COE claims and 166 letters of assist claims for UNAMID and 328 COE claims and 118 letters of assist claims for UNIFIL), reviewing verification reports and calculating amounts due to troop-contributing countries, drafting memorandums requesting payments and drafting payment letters to troop-contributing countries. The incumbent would also assist in organizing meetings and discussions with troop-contributing countries and other DPKO staff on the amendments to memorandums of understanding.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$25 976.7	$3 029.4	13.2%

187. The provision of $25,976,700 will cover salaries, common staff costs and staff assessment for the 185 continuing posts and 11 proposed new posts. The variance is attributable to the application of turnover factors (4.9 per cent for Professional staff and 1.9 per cent for General Service staff), to the computation of requirements for the additional posts approved in the 2007/08 period in respect of which delayed recruitment factors of 50 per cent (Professional staff) and 35 per cent (General Service staff) were applied in the 2007/08 budget, as well as to increased standard costs and the proposed establishment of additional posts for 2008/09.

	Cost estimates	*Variance*	
General temporary assistance	$1 994.9	$334.8	20.2%

Field Budget and Finance Division

188. The provisions under general temporary assistance would cover costs related to a Finance and Budget Officer at the P-4 level, two Finance Officers at the P-3 level and one General Service (Other level) staff in the amount of $338,500.

Budget and Performance Reporting Service/Memorandum of Understanding and Claims Management Section

Finance Officer (P-4, 12 months); Finance and Budget Officers (2 P-3, 24 months); Administrative and Finance Assistant (1 GS (OL), 12 months)

189. It is proposed to establish a general temporary assistance position at the P-4 level for 12 months for a Finance Officer to strengthen the operational support in the field finance and liquidation areas, including updating the respective field guidelines for 36 peacekeeping operations and special political missions. Existing guidelines need to be updated to address newly emerging operational issues and to process re-engineering needs in the field, for example, by providing more clarity on roles, making recommendations on harmonization of field practices, or updating processes which go hand-in-hand with system reinforcements. It is an established responsibility of the Field Budget and Finance Division to provide operational guidance to the field to complement the Financial Rules and Regulations of the Organization. Updating these guidelines involves, in addition to the drafting phase, a consultation phase with all stakeholders in other departments and 36 field operations. The Division does not have sufficient or dedicated resources to perform this task and it has proven impossible to combine this task with other ongoing responsibilities of the already overloaded Budget and Finance Officers. As a result, current guidelines have become outdated and have not kept up with the evolving roles, practices and processes in the field. Mission Chief Finance Officers have explicitly requested the Division to revisit its guidelines, as the current versions leave too much room for interpretation and therefore create unnecessary inefficiencies and inconsistencies between missions. Additional support is also needed to coordinate and advise missions on their liquidation phase, boosted by field visits to these closing missions.

190. It is proposed to establish one general temporary assistance position at the P-3 level for 12 months for a Finance and Budget Officer dedicated to field missions support. The incumbent would be responsible for advising field missions and offices on the formulation of budget proposals, performance reports and financial implications, including on financial rules and regulations, policies and procedures, results-based budgeting and recommendations of legislative bodies. He or she would provide substantive support to relevant intergovernmental and expert bodies in their budget reviews; assist in securing approval from legislative bodies; monitor allotments, including redeployment of funds when applicable; monitor budget implementation and determine or recommend reallocation of funds when applicable; and monitor expenditures to ensure that they remain within the authorized levels. He or she would also administer and monitor extrabudgetary resources, including by reviewing agreements and cost plans and ensuring compliance with regulations and rules and established policies and procedures. The Finance and Budget Officer would be part of the Field Budget and Finance Division Abacus teams to provide in situ support in the field missions during their budget formulation process.

191. It is also proposed to establish a general temporary assistance position of Finance and Budget Assistant at the General Service (Other level) for 12 months to support the Finance and Budget Officers in the Africa Section of the Budget and Performance Reporting Service by undertaking research and preparing documentation related to all core responsibilities of the Finance and Budget Officers.

192. The establishment of a general temporary assistance position for a Finance Officer (P-3) in the Claims and Memorandum of Understanding Management Section is proposed for the processing of 528 COE and 166 letter of assist claims for UNAMID and 328 COE and 118 letter of assist claims for UNIFIL. In addition to processing these claims, the Finance Officer will be responsible for reviewing and analysing the arrival and other relevant verification reports for memorandums of understanding signed during the current period, and amendments to the memorandums of understanding to reflect actual equipment and self-sustainment capabilities deployed. He or she will also provide briefings and clarifications of the memorandum of understanding amendments and contingent-owned equipment process to the respective troop-contributing countries and United Nations staff. Sixty-six UNAMID memorandums of understanding would need to be finalized for an estimated 198 person/days from negotiation to the signing of the memorandum of understanding.

Field Personnel Division

193. The proposed general temporary assistance requirements in the amount of $1,656,400 would cover the establishment of 24 positions as follows: 11 Human Resources Officers at the P-3 level and 13 Human Resources Assistants at the General Service level.

Field Personnel Operations Service

Human Resources Officers (4 P-3, 30 months); Human Resources Assistants (10 GS (OL), 78 months)

194. The Field Personnel Operations Service will continue to administer the contracts, allowances and benefits of the international staff in all peacekeeping missions, special political missions and UNLB, under expanded delegations of authority. In accordance with data at 31 December 2007, the Division delivered direct personnel administrative support to 6,383 international staff (compared to 5,428 as at 31 December 2006) and indirect support to 14,348 national General Service staff through Civilian Personnel Sections in the field, serving at 35 field missions (compared to 12,035 as at 31 December 2006). The Division administered international staff benefits and entitlements as well as military observer and police travel requirements of around $750 million during the 2006/07 financial period. It oversaw the exercise of delegated authority in the field for the administration of local staff benefits and in-mission payments of mission subsistence allowances and hazard pay in the amount of around $700 million during the same period.

195. The strengthening at the managerial level and the deployment of "tiger" teams has increased the Division's effectiveness in staffing and bringing staff on board. In 2007 the Division processed 2,947 recruitments resulting in the deployment of 2,560 staff to the field, while the processing of the same number of recruitments only filled 1,687 positions in 2006. Peace operations, however, continued to confront a turnover rate of 26 per cent among international staff over the 2006/07 period. From 1 July 2006 through 30 June 2007, 32,488 personnel actions were received and processed, compared to 21,861 such actions from 1 July 2004 through 30 June 2005 and 32,381 from 1 July 2005 through 30 June 2006.

196. The total number of civilian staff on board (as at 31 December 2007) was 20,731, reflecting an additional 955 international staff deployed since 31 December

2006 (an increase of 17.5 per cent) and an additional 2,313 national staff (an increase of 19.2 per cent). Those numbers are expected to increase further with the establishment of UNAMID, MINURCAT and a potential United Nations peacekeeping operation in Somalia.

197. It is expected that the total number of authorized international staff will continue to increase in 2008 through the possible addition of approximately 2,000 staff, with the establishment of UNAMID (1,572 international posts were authorized, of which 156 were encumbered as at 30 September 2007), MINURCAT (545 international posts were authorized and 6 encumbered as at 30 September 2007), with additional staffing requirements of the potential peacekeeping operation in Somalia.

198. In this connection, additional resources will be required in order to maintain the accepted ratio of support staff to client base and thereby ensure that the Integrated Human Resources Regional Sections have the capacity to perform their tasks to the expected standards for effectiveness and efficiency. It is proposed, accordingly, to provide the requisite flexibility to the Field Personnel Division through the establishment of four general temporary assistance positions of Human Resources Officer (P-3) for 30 months and 10 positions of Human Resources Assistant at the General Service (Other level) for 78 months to support the surge in workload related to the UNAMID and MINURCAT peacekeeping missions.

Quality Assurance and Information Management Section

Human Resources Officers (3 P-3, 36 months)

199. The Quality Assurance and Information Management Section is entrusted with self-monitoring of human resources management responsibilities, in particular the delegated authorities exercised by the Field Personnel Division and Civilian Personnel Sections in the field to ensure compliance with legislative mandates in respect of civilian staff, including those responsibilities, the high monetary value of which exposes the Organization to risk of significant losses. Civilian staff in the field represent more than half of the staff serving in the global Secretariat, with an associated cost for benefits and entitlements valued at $1.5 billion annually. In 2007 (as at 30 September 2007), the number of international staff in the field increased by 783 (or 13 per cent) and the number of national staff increased by 1,976 (or 16.5 per cent). Those figures are expected to further increase with the establishment of UNAMID, MINURCAT and a potential peacekeeping operation in Somalia. In addition, the Quality Assurance and Information Management Section is responsible for reviewing and monitoring delegated authority to Civilian Personnel Sections in field missions and those practices/actions that have been the subject of audit and monitoring observations, management concerns and administrative appeals from staff members, with a view to ensuring that lessons learned and best practices are captured and shared, and appropriate adjustments are made to human resources management policies and practices.

200. To enable the Field Personnel Division to obtain more in-depth and hands-on knowledge of the issues individual missions face, the Quality Assurance Unit, through self-evaluation mechanisms, will identify issues of concern and long-term human resources management needs, with a focus on capacity-building and provision of advice/expertise needed to increase efficiency in human resources management in the field.

201. In addition, the Quality Assurance Unit serves as the Field Personnel Division's focal point for audits, administrative appeals and cases received from the United Nations Ombudsman. An average of over 145 audit reports are reviewed every year and the Division is required to provide comments for an average of over 354 recommendations and follow-up requests from BOA, OIOS and the Joint Inspection Unit. An average of over 200 cases are received from the Office of the United Nations Ombudsman every year. Over 100 appeal and performance management cases are reviewed. Follow-up action on the implementation of disciplinary actions is monitored to ensure consistent application of decisions. These cases will increase with the continued expansion and start-up of additional field missions. Accordingly, the continuation of one general temporary assistance position at the P-3 level for 12 months is proposed.

202. Furthermore, the Quality Assurance Unit contributes to the development of a cadre of qualified expert Chief Civilian Personnel Officers and other human resources management personnel serving in the field. The Unit will keep under review the profile of human resources management staff in the field in order to meet evolving needs and build a stronger and more professional capacity able to assume more complex human resources management functions in the field. The Unit will also coordinate in-house induction training for newly recruited officers prior to their deployment to the field and provide substantive matter expert advice to the development and delivery of standardized learning training modules for human resources practitioners in the field. Through self-monitoring of the exercise of existing and recently expanded delegated authorities, the Unit requires adjustments to human resources management policies, systems, strategies and staffing arrangements to best meet the needs of United Nations peace operations. The continuation of one general temporary assistance position at the P-3 level for 12 months is proposed.

203. As a pilot project, human resources action plans have been implemented in MINUSTAH, UNAMA, UNMIL, UNMIS and UNMIT for the 2007/08 financial period. The action plans are intended to serve as a mechanism to enhance human resources planning; delineate roles, responsibilities and accountabilities for human resources management in the field; and identify areas where field missions require strengthened support from Headquarters.

204. The human resources action plan framework utilized in the Secretariat has been adapted to meet the specific needs and conditions of United Nations peace operations. The action plans for peace operations therefore incorporate goals set out in General Assembly resolutions, the mission's results-based budgeting and budget guidance, organizational policies established by the Secretary-General and observations of oversight bodies. Critical management areas include vacancy management, appropriate representation of troop- and police-contributing countries, gender balance, staff turnover rates, compliance with Assembly restrictions on the assignment of General Service staff in the field, performance management, staff-management relations, employment of contractors and retirees, and training and development. In addition, the human resources action plans include areas related to conduct and discipline and administrative appeals and audits for all categories of mission personnel (civilian, military and police). The human resources action plan framework addresses strategically important management areas and incorporates the responsibility and accountability of the Special Representative of the Secretary-General/Head of Mission to meet pre-agreed goals and targets of each

management area. The human resources action plan framework will be adjusted, as necessary, based on experience gathered through the pilot project. The roll-out to all United Nations peace operations is scheduled for July 2008 for all missions financed through the peacekeeping budget and for January 2009 for missions financed through the regular budget.

205. The full roll-out of the human resources action plans to all field missions will be labour-intensive, especially as electronic monitoring systems need to be developed and maintained to ensure proper data recording. The Quality Assurance Unit will conduct midpoint and end-of-year reviews and report on the performance of each mission's human resources action plans to the DPKO or DFS senior management team and to OHRM. In this connection, the continuation of one general temporary assistance position at the P-3 level for 12 months is proposed to facilitate the implementation of human resources action plans in all field missions, to analyse the performance of each mission as well as overall field performance, to identify areas in which additional support from the Field Personnel Division is required and to prepare midterm and end-of-cycle reports for review by DPKO or DFS senior management and by OHRM.

Guidance and Organizational Design Section

Human Resources Officer (1 P-3, 12 months)

206. A validation exercise will need to be carried out to confirm the assumptions and conclusions of the benchmarking analysis undertaken in 2006/07 and to collect information on workload indicators that exist for specific disciplines. In addition, as requested by ACABQ in its report (A/61/852) and by the General Assembly in its resolution 61/276, this exercise will include a review of the relationship between staff numbers, concrete workload and the difficulties foreseen, as well as the possible streamlining and simplification of working procedures, taking into account the complexities, mandates and specificities of each mission. The review requested will require the involvement of subject matter experts throughout DPKO, DFS, OHCHR and DSS.

207. The Guidance and Organizational Design Section in the Field Personnel Division also provides advice to peacekeeping operations and special political missions as well as to the Field Budget and Finance Division on the organizational structure and level of staffing resources of field mission budgets. There has been a growing demand for the Division's advice on the staffing structure, reporting lines, staffing size of sections, categories of personnel, grade/level and functional title of posts. This demand has been intensified by the General Assembly request for reviewing the staffing structure of missions on an ongoing basis. In order to be able to review and provide advice on the staffing aspects of field mission budgets, it is proposed to establish a general temporary assistance position at the P-3 level for a Human Resources Officer in the Organizational Design and Classification Unit in the Field Personnel Division. The Officer would participate in Abacus team visits to assist missions in developing their budgets. In addition, as no resources are currently available to conduct the in-depth review of the benchmarking study, the Officer would assume this responsibility.

Recruitment and Outreach Unit

Human Resources Officers (3 P-3, 36 months); Recruitment Assistants (3 GS (OL), 18 months)

208. In 2007 the Recruitment and Outreach Unit re-profiled its staffing based on the recommendations resulting from a gap analysis and lessons learned over the past 18 months, which showed that the current roster does not enjoy the full confidence of senior leadership and programme managers in the field.

209. Workload data indicates that over the 12-month period from July 2006 to June 2007, 480 vacancy announcements (207 post-specific and 273 generic announcements) generated 260,041 applications (an average of 21,670 per month) for the roster consisting of 22 occupational groups with 505 levels/functions. Of these applications, 191,885 (74 per cent) were assessed and determined not to meet the initial screening requirements; 31,725 (11 per cent) were initially cleared as meeting basic requirements; and, 11,783 (5 per cent) were cleared as meeting all or most of the requirements of the vacancy announcements.

210. The need for sufficient numbers of qualified, suitable and available external candidates on the DFS roster is not being adequately met, despite the consistently high number of applicants. The profile of the Recruitment and Outreach Officer has been reconfigured to constitute an Occupational Group Manager with substantive expertise in an occupational group. In this connection, the continuation of a general temporary assistance position at the P-3 level for three Occupational Group Managers is proposed. The managers would be responsible for developing and managing the occupational group roster(s) under their area of expertise. They would also be responsible for participation in the identification of existing and projected workforce requirements; assessment, with the assistance of career development specialists, of the capacity of serving staff to meet identified needs; conduct of recruitment and outreach efforts to meet identified shortfalls; substantive vetting of candidates through the conduct of preliminary interviews to assess their suitability; and liaison with programme managers in the field to facilitate the placement of high quality candidates to meet mission-specific needs.

211. In addition, recruitment and outreach activities are being strengthened in order to attract the right profile of candidates needed, including candidates for hard to fill positions where the vacancy announcement process fails to yield suitable candidates, and the representation of troop- and police-contributing countries and underrepresented Member States in peace operations is being increased.

212. Currently, every application received in Galaxy requires a manual review to identify and shortlist possible suitable candidates. Over 260,000 applications received on a yearly basis require a highly labour-intensive process that yields marginal results. Pending the introduction of an electronic talent management system that will automate the screening of applications, this manual first review should be carried out by General Service staff. Resources are therefore needed to supplement the Unit's one General Service (Other level) staff member dedicated to the manual screening process so as to free the Occupational Group Manager to undertake the full range of responsibilities envisaged. Based on current workload statistics, a total of six Recruitment Assistants would be required to screen the 260,000 applications per year, or 1,000 applications per day. This would be an average screening of more than 160 applications per day, per assistant. The

Assistants would review all candidates for eligibility, work with the Occupational Group Managers to build vacancy-specific and generic announcements in Galaxy, schedule preliminary interviews and address queries from candidates on the recruitment process, and liaise with the Galaxy help desk on vacancy-related issues.

213. It is proposed, accordingly, to establish three general temporary assistance positions at the General Service (Other level) for three Recruitment Assistants to screen applications until the establishment of appropriate electronic screening processes, in the framework of enterprise resource planning. As the system is expected to be implemented by the end of 2008, funding for each of the three General Service (Other level) positions is proposed for a period of six months only.

	Cost estimates	*Variance*	
Consultants	$185.0	$142.7	337.4%

214. The consultancy requirements for the period are set out as follows:

(United States dollars)

Expertise	*Person-month*	*Amount*	*Output reference*
Document archiving system (Field Personnel Division)	—	160 000	Digitized archived personnel files of all international staff in United Nations peacekeeping operations
Nucleus development (Field Personnel Division)	—	25 000	—
Total		185 000	

215. Over the next budget period, the Registry will continue to administer and archive personnel files of all international staff in all United Nations peace operations. The procurement of the Electronic Document Archiving or Registry Unit's file solution is planned during the 2007/08 period, at which stage the Organization will publish a corporate workplan and standard operating procedures for all departments. The Field Personnel Division will take part in this project as far as the Registry Unit's electronic filing of over 2 million pages from 10,000 files being kept at the Registry is concerned.

216. It is proposed in this connection that activities related to documents scanning, estimated at a total of $160,000 (2 million pages at $.08 per page), be outsourced to an external scanning vendor. Services to be provided by the vendor will include labour for organizing the paper, scanning and limited indexing. As the overall number of pages is estimated at approximately 15 million, the Organization will benefit significantly from outsourcing.

217. An additional $25,000 is proposed for improvements to all modules of Nucleus, as proposed by the Finance Personnel Division Change Management Board. The main goal is to achieve a more stable Nucleus system and ensure the completion of the human resources action plan project throughout the field. The Finance Personnel Division will need to rely on Nucleus until the enterprise resource planning roll-out scheduled for 2010. The Division's substantive sections would not be able to use the system efficiently if improvements do not occur.

	Cost estimates	*Variance*	
Official travel	$665.0	$19.6	3.0%

218. The travel requirements for the Field Budget and Finance Division and the Field Personnel Division in 2008/09 are as follows:

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/ assessment/consultation (Field Personnel Division)	160 000	Deployment of 5 mission assistance teams to address recruitment, administrative and technical human resources management needs of a mission at a critical time Participation in 4 joint DFS/OHRM monitoring/assessment visits to monitor the delegated authority for human resources management to the field
Technical support (Field Personnel Division)	143 000	Provision of direct personnel administrative support (including administration of salaries, allowances, benefits and contracts) to approximately 8,000 international staff in the field in 35 field missions
Conferences/seminars (Field Personnel Division)	12 000	—
Outreach programme (Field Personnel Division)	25 000	Rosters of 22 occupational groups relevant to peacekeeping operations are maintained
Mission planning/ assessment/consultation (Field Budget and Finance Division)	251 000	8 mission assist visits by the Abacus team to provide in situ support to the mission budget development process 5 mission by senior Field Budget and Finance Division management to provide strategic advice on budget and financial issues 2 results-based budgeting support visits to field missions to help them prepare results-based budgeting frameworks for the budget and performance reports
Predeployment briefings (Field Budget and Finance Division)	74 000	17 predeployment briefings on contingent-owned equipment and memorandums of understanding for troop-contributing countries in support of existing operations
Total	**665 000**	

219. For the Field Personnel Division, $160,000 is proposed for travel to field missions to address recruitment, administrative and technical human resources management needs of a mission at a critical time through "tiger" teams and to ensure oversight and evaluation of the performance of human resources

management functions in the field through participation in the monitoring visits of OHRM.

220. An amount of $143,000 is proposed to enable career development support teams from the Field Personnel Division to travel to missions to hold general briefings and conduct one-on-one interviews on career development and opportunities with mission staff. The support teams will provide technical support and training to the field missions for the implementation of the human resources information technology system and participate in Abacus visits. Each team comprises one Professional staff to conduct training and one support staff to provide technical support.

221. The Field Personnel Division will require $12,000 for travel in relation to participation in various meetings, conferences and seminars.

222. An amount of $25,000 is proposed for travel related to the coordination of outreach to broaden the pool of qualified and suitable potential candidates for peace operations. Staff will attend an International Career Day 2008, organized by the Swiss Federal Department of Foreign Affairs, with 27 international organizations (including UNEP, ILO, WFP, UNV, WHO and ICRC). The event attracts over 1,000 international candidates, many from international organizations, who specialize in a broad range of occupational groups, including support functions and such substantive areas as humanitarian and political affairs, and law. Staff will also attend a Career Fair which attracts over 200 mid-career Harvard graduate students from North America, Asia, Africa, Europe and South America, many of whom are multilingual. About 30 employers from the public and private sector (including UNDP, the Inter-American Development Bank, USAID and the United States Department of State) participate in this event.

223. An amount of $251,000 is proposed for the travel of the Field Budget and Finance Division staff to peacekeeping missions to provide guidance to mission staff on financial rules, policies and procedures and to develop mission-specific analysis of issues. The guidance will also include travel by the Abacus teams to three peacekeeping missions to provide assistance in budget preparation from the planning phase to the final draft budget proposal.

224. An amount of $74,000 is proposed for the travel of the Field Budget and Finance Division staff to troop-contributing countries in connection with predeployment briefings (memorandums of understanding and COE).

	Cost estimates	*Variance*	
Other supplies, services and equipment	$51.0	$51.0	100%

225. A provision of $51,000 would cover the Field Personnel Division requirements for the continued support to the outreach programme to attract women candidates to apply for positions with DFS by attending trade fairs and preparing and distributing information electronically and in printed form.

3. Integrated Support Services

(a) Results-based framework

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Performance observations noted and recommendations proposed are reported to the Office of the Under-Secretary-General within 30 days
	1.2 Interactive GIS database made accessible to stakeholders

Outputs

Logistics Support Division

- Communication to senior management of operational support issues of a logistic nature that affect troop/police-contributing Member States as a result of peacekeeping mission performance reviews undertaken through logistics assessment visits and mission review visits
- Improved access of the Security Council to GIS data, satellite imagery and scanned maps
- Requirements of new or revised policies affecting the deployment of troops and equipment communicated to the field missions and troop/police-contributing Member States

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Identification and deployment, within 90 days of Security Council mandates, of SDS and other logistic equipment that is capable of supporting start-up teams and initial troop/police deployments
	2.2 Increase in the number of troops rotated by the use of regional air support assets (2007/08: 5,000; 2008/09: 24,000)
	2.3 New mission communications links established within 24 hours of arrival of the communications and information technology equipment in the mission

Outputs

Logistics Support Division

- Initial support plan, including the material resource plan for any new peacekeeping mission is developed and approved in consultation with Integrated Operational Teams
- Reviewed and adjusted SDS composition for 2008/09 based on peacekeeping mission requirements, lessons learned and technological changes
- Increased awareness of United Nations medical guidelines and compliance by troop/police-contributing Member States with their obligation to provide medical facilities and services in accordance with United Nations standards at the time of deployment

- **Verified availability of standard medical care for peacekeepers prior to the establishment of United Nations-owned equipment and troop/police-contributing Member States facilities in peacekeeping field missions**
- **Established strategic partnerships for the co-production and sharing of geospatial data**
- **Living and working facilities and accommodations in field missions meet United Nations standards within approved time frames**
- **Global/regional air support concepts for Central and East African peacekeeping missions and for West African peacekeeping missions are in effect**
- **Improved development of airfield infrastructure in new peacekeeping missions**

Information and Communications Technology Division

- **ICT plans and support capacity for potential new peacekeeping missions**

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 **Peacekeeping mission budgets analysed and issues resolved within 10 days of receipt**
	3.2 **Assessment visits result in fewer outstanding compliance issues than in previous periods**
	3.3 **Missions have access to valid systems contracts with sufficient "not to exceed" limit amounts, 365 days of the year**

Outputs

Logistics Support Division

- **Review of logistic components of peacekeeping mission budgets completed**
- **Improved compliance with international and United Nations aviation standards through increased awareness of aviation safety-related matters, including accident prevention, risk analysis and accident investigation**
- **Tools-, procedures- and information-sharing forums for peacekeeping field missions to enhance their capability to meet their requirement for equipment, commodities and services**
- **Improved management, reporting and analysis of rations and fuel utilization, and contract compliance**
- **Improved management of specialist support contracts**
- **Implementation of the first phase of addressing the United Nations responsibility to consider the environmental impact of peacekeeping missions**
- **Improved managerial capability in the provision of medical services in the field**
- **More accurate identification and verification of assets in peacekeeping field missions through use of technological solutions**
- **Unification of protocols in peacekeeping mission expendable property management used by various actors involved in peacekeeping mission supply chains**
- **Improved understanding by troop/police-contributing Member States and United Nations staff members of the obligations under COE memorandums of understanding**

- Means of streamlining the determination of appropriate levels of equipment, personnel and self-sustainment capabilities of troop/police-contributing Member States provided to field missions to ensure that they meet the operational requirements
- Contribution to improved management of planning and coordinating transportation services by developing and issuing standard operating procedure manuals and refined budget formulation procedures
- Enhanced management of aviation concepts with improved quality assurance processes and aviation contract compliance
- Feasibility assessments on the latest technological advances to the management of the United Nations air fleet
- Improved management and utilization of spare parts inventories in the field
- Improved management of transportation and movement contracts
- Improved supply chain management for the order and delivery of vehicles and mechanical handling equipment
- Improved knowledge of aviation and surface transport fleet management by peacekeeping mission Chief Aviation Officer and Chief Transportation Officer
- Improved terms and conditions reflecting aviation services to be requested of, and provided by, troop/police-contributing Member States

Information and Communications Technology Division

- ICT support provided to 22 peacekeeping missions and 12 special political missions, UNLB and United Nations agencies, funds and programmes, as required
- Oversight and technical guidance in the implementation of standardized network configuration in 22 peacekeeping missions and 12 special political missions to ensure optimum use of available satellite bandwidth resources
- 1,950 audio and videoconferencing services provided to field missions and other United Nations entities, including technical support, development of standards for all systems and day-to-day operational support
- Statement of work and technical evaluation for 14 systems contracts and monitoring and administration of 45 systems contracts for information and communications technology services and equipment
- Oversight and guidance provided to peacekeeping missions in their preparation of mission-specific disaster recovery and business continuity plans to enable missions to have access to operational data in the event of an evacuation or an emergency; 4 mission disaster recovery and business continuity plans from lessons learned
- ICT security policies, procedures, standards and other supporting ICT security documents in accordance with ISO 27000 series of standards and objectives developed and disseminated to field missions
- Full ISO 20000 certification for information systems application life cycle management
- Technologies and processes implemented to improve the performance of information systems in field missions by 40 per cent
- Independent information security audits and compliance assessments capacity established

External factors

Peacekeeping partners will cooperate to ensure the timely completion and implementation of memorandums of understanding on the provision of troops and contingent-owned equipment

(b) Human resources requirements

Category	*2007/08*	*2008/09*	*Change*	*Rejustified*[a]
Professional and above				
Under-Secretary-General	—	—	—	—
D-2	—	1	1	—
D-1	4	4	—	—
P-5	11	12	1	—
P-4	47	50	3	—
P-3	61	65	4	—
P-2/P-1	3	3	—	—
Subtotal	**126**	**135**	**9**	**—**
General Service and other				
Principal level	7	7	—	—
Other level	52	52	—	—
Subtotal	**59**	**59**	**—**	**—**
Total	**185**	**194**	**9**	**—**

[a] In accordance with General Assembly resolution 58/298 (para. 12).

(c) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2006/07) (1)*	*Apportionment (2007/08) (2)*	*Cost estimates (2008/09) (3)*	*Variance*	
				Amount (4)=(3)-(2)	*Percentage (5)=(4)÷(2)*
I. Post resources	—	26 953.3	29 171.9	2 218.6	8.2
II. Non-post resources					
General temporary assistance	—	724.1	1 224.0	499.9	69.0
Consultants	—	405.1	884.0	478.9	118.2
Official travel	—	1 209.4	1 495.0	285.6	23.6
Communications	—	431.0	1 515.0	1 084	251.5
Information technology	—	13 813.1	13 733.6	(79.5)	(0.6)
Subtotal II	**—**	**16 582.7**	**18 851.6**	**2 268.9**	**13.7**
Total I and II	**—**	**43 536.0**	**48 023.5**	**4 487.5**	**10.3**

(d) Justification of posts

Logistics Support Division

Strategic Deployment Stocks Unit

Logistics Operational Officer (P-3)

226. The Strategic Deployment Stocks Unit was formally created in 2004 to ensure that operations were managed within one unified framework. The Unit, which comprises two staff members (1 P-4 and 1 GS), is tasked with overseeing the planning, deployment, replenishment and material inventory management of all strategic deployment stocks, including reporting and monitoring compliance with all related policies, procedures and guidelines by the various stakeholders. No additional resources have been approved for the Unit since 2004.

227. The Unit has developed into a critical component of the material resource planning for new missions, oversees an authorized portfolio of equipment worth $158 million and, in 2006/07 shipped over $59 million in stock to 19 missions, compared to $39.3 million in 2004/05. The increase of 50 per cent represents a fivefold increase in the number of shipping documents prepared since inception of the Unit. Since 2006, the Unit has sustained a steady increase in activity resulting from the creation of new and expanded large-scale missions, such as UNAMID, MINURCAT, UNIFIL, UNMIS and UNMIT. At this time, over $30 million of its equipment is planned for deployment to field missions during 2007/08.

228. While the Unit was originally created to provide inventory for newly established missions, it has been used to backstop all missions by providing a facility capable of attending to their emergency requirements and effectively insulating them from extraordinarily long lead times on other items. This support is now extended to 17 peacekeeping missions, 13 DPA missions and other United Nations agencies.

229. In May 2005 the Secretariat implemented the accounting guidelines for SDS operations governing all processes related to the issuance, shipment and replenishment of SDS equipment. These guidelines were issued to ensure the correctness, completeness, validity and proper cut-off of financial transactions related to SDS. While the guidelines have improved transparency, a considerable workload has been placed on the Unit to process the shipment and replenishment requests. This includes, but is not limited to, requesting allotments of funds, pre-encumbering and redeploying funds on behalf of those missions receiving SDS and estimating replacement and freight costs, which, during 2006/07 involved the analysis of 65,000 line items. Prior to the guidelines being issued, self-accounting units processed replenishments by directly charging them against mission budgets at Headquarters.

230. Given the sustained increase in workload, the complexity of transactions, the dollar volume of replenishments and the potential risk for SDS to be depleted without being restocked in time to meet subsequent requests, it is proposed to establish an additional post at the P-3 level.

Property Management Section

Property Management Officer (P-4)

231. The number of United Nations-owned assets increased by 82 per cent from 2002 to 2007, representing an annual growth over the period of 13 per cent per year. Acquisitions by missions in terms of new purchases averaged over $123 million in 2002 and peaked at over $300 million in 2006. The total increase in acquisitions over the five-year period exceeds $700 million in carrying value and over $1 billion in real terms. The Property Management Section provides planning, strategic management, performance monitoring and technical oversight in the management of this global inventory.

232. The increase in size of the global inventory has manifested itself in the global disparity of the inventory components and, as a result of the increase, opportunities have been created to provide further useful and cost-cutting analysis in the management of the inventory. This has, however, incorporated a more complex methodology in carrying out the property management focus, moving from the collation of numbers to the proactive practice of positive analysis. Programmes that the Section has attempted to implement in order to mitigate the growth of the inventory, include that of the implementation of stock ratios and the declaration of surplus equipment within missions, the reduction of pending write-offs and an increase in asset disposal activities. These measures have been added to an increase in IT development, which is currently being rolled out into field missions as well, recent examples being the write-off and disposal module of Galileo and the implementation of bar-code reading technology.

233. The role of the Section has therefore increased in complexity and, as a result, financial risks in the reporting of the inventory have increased. The shift from a reporting modus operandi to that of a Section that adds value to the process of inventory analysis has highlighted areas where risk reduction and efficiency gains may be created through the implementation of further developed controls. In addition, it is being requested that current accounting practices be adapted and that current mandated reporting standards be changed significantly.

234. Increased scrutiny by auditors has led to requests for the Section to report on expendable material. At present, the Section has been unable to do so; however, with the movement of the Organization to IPSAS, the reporting requirement will have to be developed. This would represent a further 30 per cent increase in the Section's reporting requirements, while the complexities of this action would exponentially increase its workload. The fact that there is currently no reporting tool for such a requirement requires development followed by codification of the expendable stock to carry out this process.

235. In the context of planning the current missions in Darfur (UNAMID) and the Central African Republic and Chad (MINURCAT), the issue of the legal standing with regard to United Nations-owned equipment adds further complexities to the development of policy.

236. The Property Management Unit is currently staffed by two Professional officers, one at the P-4 level and one at the P-3 level, and three General Service (Other level) staff. The Unit has managed to meet immediate operational demands by utilizing mission-seconded staff and augmentation staff on temporary vacancies. Excellent support has also been provided by interns on a very short-term basis.

Nonetheless, given the high dollar value of the inventories and the increasing necessity to provide quality analytical support to the missions, it is proposed to establish an additional post at the P-4 level to reflect the increase in activity and complexity of operations.

237. The additional Property Management Officer would contribute to the development of new projects with regard to cataloguing and codification of expendable material, act as project manager to the roll-out of bar-code reading technology that is currently in the final stages of development, oversee and review the collation of financial reports with regard to property, provide guidance in the creation of reports on expendables within the Galileo inventory management system and provide increased expertise in the creation of value-adding analysis on current and future missions. All of these tasks are ongoing and of a continuing nature, and require the sustained effort of an additional Property Management Officer. Therefore, this requirement cannot be addressed through the provision of GTA staff or consultancies.

Cartographic Section

Cartographic Officer (P-4)

238. It is proposed to establish a post of Cartographer (Geographic Information Officer) at the P-4 level to set up and head the Geographic Support/Planning Unit so as to establish an interactive global peacekeeping geo-database, develop a common framework of geo-database for UNAMID and MINURCAT operations where "no map exists" for these areas, as well as for future start-up missions, and to coordinate/supervise the provision of services to the Security Council.

239. An interactive global peacekeeping geo-database needs to be developed to serve the urgent provision of the most accurate geographic information usually required to assist the Security Council and the senior management of DPKO and DFS in their decision-making process during a crisis. Rapidly changing situations, which usually accompany a breaking political or military crisis, require that the Council has access to the most relevant geographical information about where the crisis takes place. Therefore, it is vital to improve the current system to effectively provide access to the latest geographic information data, satellite imagery and scanned maps by the Council, DPKO and DFS. This could be achieved through the establishment of an interactive global peacekeeping geo-database. The Cartographic Section has a scattered and partial view database that is not interactive and is on a regional basis only, which delays response times.

240. Currently, international organizations, including humanitarian, peacekeeping and crisis response actors, are dealing individually with the challenges of the unavailability of geospatial information or products (for example, maps, geo-data, satellite imagery, image maps and GPS tracking) in Darfur, the Central African Republic and Chad. As a consequence, potential duplications or redundancies will most likely occur and none of the individual organizations could provide the huge quantities of geo-data to meet the demands of its operations. Furthermore, some geo-data products prepared by each organization are not transferable owing to the lack of standardization.

241. The staff member would also coordinate/supervise the provision of services to the Security Council. The President of the Council, in his letter dated 19 December

1997, requested the Secretary-General to provide cartographic/geographic services to the Council with the assistance of suitably qualified personnel. The services requested included preparation and integration of maps into briefings given at consultations, operation of the digital cartographic projection system and provision of hard copy maps on demand.

242. The Security Council requires the presence of the Section's staff at its consultations to prepare the necessary cartographic products and operate the digital cartographic projection system. Council consultations take place almost daily and sometimes in both morning and afternoon sessions, each of which lasts from two to four hours. Not only has the volume of the demands increased in 2008, but their complexity has also increased since the Council needs special customized maps with information specifically updated for each consultation or meeting, including the meetings with troop-contributing countries. To get the most updated information, the Section requires coordination with the presenters, who are usually at the level of USG, ASG and Director, and with various departments, missions and United Nations agencies. This service requires a full day of work for one qualified staff member, whose related tasks include coordination, data collection and follow-up on updates, research and map preparation for the Council briefing presentations.

243. To provide these services, only one General Service staff is funded by the support account. Professional officers in the Cartographic Section provide constant support, in turns, to the designated General Service staff in order to ensure the quality of the product and services provided to the Security Council. As a result, the Section's other mandated tasks have been delayed or incomplete.

244. The overall duties of the proposed staff member at the P-4 level would include: establishing, managing and planning the design and development of an interactive global peacekeeping geo-database and applications to support the needs of the Security Council, DPKO and DFS; coordinating, with United Nations agencies and other international/regional organizations, the development of a common framework of geo-database for UNAMID and MINURCAT operations and other start-up missions; managing the provision of cartographic and geographic information services to the Council which include, inter alia, the preparation of cartographic presentations to support Council briefings by coordinating and liaising with the department/mission/agency of the presenter and conducting necessary research, operating the digital cartographic projection system in the Security Council Consultation Room and providing hard copy maps. Additional duties include serving as the Chief of the Geographic Support/Planning Unit of the Cartographic Section to coordinate cartographic and geographic information services delivered at Headquarters and assisting the Chief of the Section to develop cartographic and geographic information policies, standards and guidelines.

Engineering Section

Engineering Operations Officer (P-3)

245. In view of the increase in workload as a result of the expansion of the existing peacekeeping missions, in general, for example, UNIFIL, and the establishment of UNAMID and MINURCAT, in particular, it is proposed to establish an additional post of Engineering Operations Officer at the P-3 level to provide the operational support to the various peacekeeping operations. It is estimated that engineering expenditure will increase in the order of 100 per cent in the next two years, in

particular in connection with the potential establishment of new missions. The additional missions will add heavily to the Section's workload in its day-to-day support of the engineering activities of the missions. Accordingly, the proposed establishment of the post would satisfy the critical need for engineering support to peacekeeping operations.

246. The Unit has been staffed with three Professional posts, one at the P-4 level and two at the P-3 level, and the ability of their incumbents to manage the direct support to individual missions has decreased dramatically as the global engineering support to peacekeeping missions has increased over recent years. UNAMID, in particular, will impose a significant additional workload on the Unit, as it will have the largest engineering budget that the Unit would undertake in addition to continuing to provide for other existing missions.

247. The workload related to UNAMID involves building more than 7,700 accommodation and ablution units for about 5,500 civilians and setting up, among others, approximately 700 generator sets, 200 wastewater treatment plants and 80 water purification units in an area where the infrastructure for such facilities is severely underdeveloped. Darfur is a vast, remote and arid region with harsh environmental conditions, poor infrastructure and long transport and supply lines from Port Sudan. There are many operational difficulties that will be faced by the mission owing to the underdeveloped infrastructure, mandate implementation lead time and size of operation.

248. Furthermore, the arid environment and scarcity of water will add another complexity to the engineering support to the mission in Darfur, as the mission would need to carry out significant drilling activities combined with appropriate conservation measures in order to provide sufficient water for the mission. Of the mission's proposed overall budget of approximately $1.7 billion, $729 million, or 45 per cent, is engineering-related.

249. In order to assist the mission to complete the foregoing engineering requirements, the Unit would need to spend a lot of time and effort, inter alia, coordinating and clarifying the mission's various engineering requirements and specifications, drafting the scope of requirements for the engineering services and products for the systems contracts or high value projects whose value is too high for the mission to handle, taking them through the various system contracts, the Headquarters Committee on Contracts, assisting with the mission's local contracts for approval, if necessary, and then implementing the new contracts and negotiating the various memorandums of understanding with the various troop-contributing countries. The operational support and guidance provided by Headquarters will be critical to the mission's success.

250. The incumbent of the proposed post would provide Headquarters engineering support to missions allocated; focus on the planning and coordination of military engineering tasks in support of peacekeeping operations; provide the required military engineering input to memorandums of understanding, negotiations with troop-contributing countries and in any other situations, when needed, and collate and maintain an up to date profile on mission engineer contingent activities and their productivity. Contingent memorandums of understanding or COE costs for military engineer contingents are approximately $140 million per year for approximately 30 contingents deployed to all peacekeeping missions. Productivity

assessments of the contingents would improve the capability to assess their contribution to peacekeeping missions.

Transportation and Movement Service

Movement Control Officer (P-3)

251. Currently, the Movement Control Section is organized on a "mission" basis, where individual Desk Officers are responsible for one or more field missions. The number of field missions for which the Section is responsible has been steadily increasing without a corresponding increase in staff. The Movement Control Section has been stretched very thinly with the current staffing establishment as the Section continues to serve expanded, existing, downsized and realigned missions. The volume of work on the regular rotation of military and formed police personnel in 25 peacekeeping and special political missions continues to occupy the Section as does assisting the liquidating missions in the repatriation of troops.

252. Furthermore, the workload has increased owing to the start-up missions, coordinating meetings and teleconferences between the missions; efforts of troop contributors and the Military Division to determine what cargo and which personnel are to be deployed via various modes and development of a comprehensive strategic deployment plan; and cost estimates, budgets and personnel organization charts for each and every flight and ship. The Movement Control Section Desk Officers must arrange bidding exercises, conduct technical evaluations, coordinate all movement activity (including assisting with aircraft overflight and landing clearances), draft all movement-related correspondence, write contractor performance reports, file damage/loss claims and process invoices.

253. The current staffing of Desk Officers is inadequate relative to the number of missions being supported. The 25 missions are currently spread among the 6 Desk Officers (P-3) and, with the establishment of UNAMID, the Section will handle the emplacement and rotation of an additional 22,000 troops and formed police personnel. For deployment activity alone, this translates into the Section arranging approximately 150 passenger flights, 36 cargo flights and 25 ships. It will require rotating personnel twice per year (120,000 one-way movements), necessitating approximately 250 passenger flights. An additional staff member at the P-3 level is proposed to cope with the additional workload involving the strategic movements and associated administrative requirements in support of these new missions.

254. Current staffing does not provide for visits to troop/police-contributing countries, which are of critical importance during the planning and execution of deployments and troop rotations. With the approval of an additional staff member, the Movement Control Section will be able to perform visits to troop/police-contributing countries to assist them in preparing for and executing deployments and rotations, which would in turn increase the productivity of the Section.

255. The current staffing level does not make it possible to sufficiently assist DPKO field missions with local transport and customs-clearing contracts and provide advice and guidance to field missions on when and where to set up local contracts or use alternative means. It is proposed, accordingly, to establish an additional post at the P-3 level to enable the Movement Control Section to better support DPKO field missions with local transport and other related contracts and

provide advice and guidance on procurement and financial rules related to internal transport.

Information and Communications Technology Division

Office of the Director

Director of the Information and Communications Technology Division (D-2)

256. ICT plays an integral role in global peace operations. The need to ensure timely and secure communications and information exchange within and between United Nations peace operations and between these operations and Headquarters, the support of global information systems that address automation requirements, the adoption of an enterprise approach to the provision of information systems and the need to provide and maintain complex integrated technology solutions for field mission activities is central to meeting the core strategic, operational and tactical mandates of United Nations missions. As part of the initiative to strengthen Secretariat capacities to plan, deploy, manage and sustain United Nations peace operations, it is proposed to upgrade the existing Communications and Information Technology Service to a Division within DFS. This realignment is necessary to ensure the effective management of ICT resources in peace operations and provide sufficient managerial oversight for the ever-increasing scale and scope of telecommunications and information technology activities in such operations. There is an urgent requirement to strengthen current leadership and management capacity to reflect the breadth and depth of the Division's fiduciary, strategic and operational responsibilities.

257. While ICT activities are subject to the increase in the demands on United Nations peacekeeping by a continuous expansion of peace operations, both in number of simultaneous operations and the complexity of those operations, there has been an additional increase in scope in the provision of ICT services. This increase has been brought about by changing business drivers, new technologies, the Department's commitment to improving the management of information, an urgent need to provide more efficient business processes and systems and a requirement to leverage ICT as a strategic enabler. A requirement to implement non-traditional complex and multidimensional mandates has also led to an expansion in scope in the delivery of ICT services. The combined expansion in complex ICT operations has resulted in an analogous expansion of ICT infrastructure, services and fiduciary responsibility, and in an urgent requirement for an elevated level of strategic planning, proficiency and managerial capacity.

258. Accordingly, in order to strengthen the capacity of DFS to plan, deploy, manage and sustain ICT in peace operations, a new position at the D-2 level of Director of the Information and Communications Technology Division is proposed to effectively manage the ever-increasing scale, scope and complexity of ICT, manage the increasing investment in ICT, ensure the incorporation of business objectives into ICT activities, implement enterprise information systems throughout peace operations, facilitate the management of information assets of peace operations, manage the consolidated ICT responsibilities, authority and resources assigned to DFS, improve planning, enable faster deployment, provide a more responsive system of support to ICT users at Headquarters and in the field, ensure coordination with the ICT components of the Secretariat and other United Nations

entities, and ensure the implementation of industry best practices in the field of telecommunications and IT.

Field Information and Communications Technology Operations

Senior Disaster Recovery and Business Continuity Officer (P-5)

259. In his report, on information and communications technology security, disaster recovery and business continuity for the United Nations (A/62/477), the Secretary-General proposed the establishment of a post at the P-5 level to be funded from the support account for the period from 1 July 2008 to 30 June 2009 within DFS to provide managerial oversight for the extensive disaster recovery and business continuity services in field missions.

260. The Secretary-General's programme of reform (see A/57/387) has highlighted the fundamental role of ICT in the ongoing implementation of the reform process. The increasing reliance on ICT systems calls for a strategic and operational effort to ensure the security and continuity of these valued resources. In his report on ICT strategy (A/57/620), the Secretary-General identified several initiatives to address security policy and the technologies to implement protection measures. The strategy also highlights the challenges to the Organization: as the Organization becomes increasingly interconnected electronically, both internally and within the United Nations system, as well as with civil society, it will be pushed to create a layered protection structure that is increasingly sophisticated, meeting the demands of tens of thousands of users, while making sure that these resources remain available when needed.

261. The need to ensure timely and secure communications and information exchange within and between field missions is central to meeting the core strategic, operational and tactical mandates of United Nations missions. Expanding field operations, changing business drivers, new technologies and the Organization's commitment to leveraging ICT has resulted in an analogous expansion of ICT infrastructure to support the increased reliance on ICT networks and systems used throughout the Organization. Ensuring that a robust and fault-tolerant ICT infrastructure is in place to continue or restart operations in the event of a natural or man-made disaster or disruption has become a necessary and permanent consideration. Owing to the ever-present risk inherent in peace operations, disaster recovery and business continuity are a permanent consideration, from the mission planning stages through mission liquidation. Major enterprise application initiatives, such as the enterprise resource planning, customer relationship management and enterprise content management, are currently under consideration by the General Assembly as part of an enterprise approach to the provision of automated solutions to be utilized throughout the Secretariat. These centrally hosted and managed systems will require robust and fault-tolerant infrastructure. The development and implementation of disaster recovery and business continuity strategies that facilitate continuous telecommunications and that safeguard the Organization's data, ensuring that resilient and agile ICT infrastructure is in place to facilitate continuity of mission-critical operations requires additional managerial oversight in light of the expanding usage of ICT.

262. It is proposed, accordingly, to establish one post at the P-5 level to provide managerial oversight for disaster recovery and business continuity services in field missions from United Nations Headquarters. The incumbent will act as the DFS

disaster recovery and business continuity focal point, provide central direction on all DFS disaster recovery and business continuity activities, and develop, maintain and implement policies, procedures and systems for disaster recovery and business continuity in field missions. The incumbent's duties will include: liaising with field missions on all aspects of disaster recovery and business continuity; developing global oversight mechanisms for ICT infrastructure and information systems in place in field missions, ensuring implementation of disaster recovery and business continuity strategies; developing and promoting the systematic monitoring and oversight of operations to ensure data integrity and system availability; identifying and planning for future needs and developing and disseminating disaster recovery and business continuity best practices; providing authoritative technical and policy advice to senior managers on disaster recovery and business continuity-related projects; managing disaster recovery and business continuity-related procurement; designing, implementing and managing all phases of the business continuity and recovery plans using industry standards and best practices; undertaking risk analysis for functional areas to identify points of vulnerability and recommend disaster avoidance and reduction strategies; establishing disaster recovery testing methodologies; planning and coordinating the testing of recovery support and business resumption procedures in different functional areas; providing assurance that recovery procedures are effective for the restoration of key resources and for the resumption of critical business processes; maintaining a library of recovery support and business resumption procedures; setting up, controlling and overseeing support services for disaster recovery and business continuity; and providing input for disaster recovery and business continuity-related budget submissions, and monitoring the budget, implementation of the work programme, and the related spending plan.

Technical Information Operations Support Officer (P-4)

263. DFS, DPKO and DPI still lack a technically orientated and operationally focused dedicated capacity to assess, plan and support public information operations in the field, specifically in the context of the increasing number of radio broadcasting and multimedia campaigns reliant on DFS capacities, including logistics and global ICT networks. While temporary arrangements have allowed for the provision of ad hoc support thus far, such assistance cannot be reliably and efficiently maintained to ensure United Nations mandates and standards without dedicated resources. The backstopping of field missions activities from United Nations Headquarters is absolutely essential. The function in DFS is essential to many field Public Information Office/public information operations activities on the ground, whether radio, television or related activities. DPI, DPKO and DFS lack the internal capacity to meet this requirement.

264. The Information and Communications Technology Division currently provides technical and logistical support to the public information components of peacekeeping operations, including predeployment technical assessments, technical and logistical planning in line with the mission concept of operations and communications strategy, identification of technical and specialized public information staff, planning and procurement of mission broadcast and other specialized systems required for the deployment of public information operations, guidance and support during the mandate of the mission to broadcast, webcast and other technical operations, and oversight and guidance on major expenditures. The

Division within DFS collaborates with DPI and DPKO on the planning and evolution of information components and the disposition of assets throughout the lifetime of the mission. DFS also cooperates with DPI and DPKO in providing specialized annual training to field public information staff. Overall, DPI and DPKO strongly depend on the support provided by DFS. The absence of such a function within DFS risks weakening already fragile integrated mission planning and oversight at Headquarters, further widening gaps in the provision of operational support to the field. It is proposed in this connection to establish a Technical Information Operations Support Officer at the P-4 level.

265. The duties of the Technical Information Operations Support Officer would be to provide oversight and management of all activities on the technical and ICT/electronic support side for both civilian and military information operations; work with relevant offices in DPKO, DFS, DPI and other United Nations entities and stakeholders, as needed, to identify and plan for future needs and to develop operational policies and procedures for information operations in the field; provide technical and substantive support to mission information activities and recommend sound advice on the course of action; provide technical support in identifying, procuring and replenishing standardized technical assets, including SDS, and assist with identifying and clearing potential Public Information Officer candidates in the technical field; backstop the information components of political and peacebuilding missions supervised and led by DPA; provide oversight of support for information operations units in the field; act as functional focal point for Integrated Operational Teams; liaise with all information operations stakeholders to translate political and strategic information requirements into operational information plans, with specific attention to compliance and evaluation and financial, logistical, human and material resource matters; and represent DFS at the relevant interdepartmental/agency working groups and task forces relating to public information and United Nations field mission activities.

Communications Officer (P-3)

266. The Information and Communications Technology Division has managed UNAMID, MINURCAT and AMISOM field support activities within current resources during the mission start-up phases, with a Desk Officer providing continuous operational support to other missions. In view of the extraordinary increase in workload in connection with the establishment of these operations, it is proposed to establish a Communications Officer post at the P-3 level in order to provide a full range of continuous ICT support to the missions.

267. The duties of the incumbent of the proposed post would include reviewing the communications and information technology cost estimates and recommending any changes, as appropriate, for the above-mentioned missions; preparing requests for proposals for Information and Communications Technology Division equipment and services; conducting evaluations of the proposals/bids; representing the mission(s) before the Headquarters Committee on Contracts and acting as United Nations Headquarters focal point for all ICT-related issues; providing daily information and communications technology support to the mission; and visiting the missions to assist in the enhancement of the Division's support and/or implementation of new projects as required.

(e) Analysis of resource requirements[1]

	Cost estimates	Variance	
Posts	$29 171.9	$2 218.6	8.2%

268. The provision of $29,171,900 will cover salaries, common staff costs and staff assessment for the 185 continuing posts and 9 proposed new posts. The variance is attributable to the application of turnover factors (4.9 per cent for Professional staff and 1.9 per cent for General Service staff), to the computation of requirements for the additional posts approved in the 2007/08 period in respect of which delayed recruitment factors of 50 per cent (Professional staff) and 35 per cent (General Service staff) were applied in the 2007/08 budget, as well as to increased standard costs and the proposed establishment of additional posts for the 2008/09 period.

	Cost estimates	Variance	
General temporary assistance	$1 224.0	$499.9	69.3%

269. The provision in the total amount of $1,224,000 would cover general temporary assistance requirements of the Logistics Support Division ($450,100) and the Information Communications and Technology Division ($773,900), as detailed below.

Logistics Support Division

270. The amount of $450,100 would cover the proposed requirements of the Logistics Support Division for general temporary assistance positions (3 P-3 and 3 General Service (Other level)).

Civil Engineer Water Specialist (P-3, 9 months)

271. The new missions currently being deployed or planned in Darfur, Chad, the Central African Republic and Somalia underline the critical importance of the planning for availability, supply and treatment of water, including its impact on the missions overall and the local population. Continuation of available expertise in this area is essential given the developments in the field, in particular with new missions.

272. Currently, the Engineering Section is staffed with one Civil Engineer Water and Sanitation Specialist who is heavily involved in water supply systems contracts in existing missions. With the establishment of UNAMID and MINURCAT, the capacity to perform mission water planning support is limited.

273. General temporary assistance at the P-3 level for nine months is proposed for an additional Civil Engineer Water Specialist to manage the additional workload and responsibility. The additional staff would perform the following tasks: assess and manage water resources specifically in African missions; assist in the planning for availability, supply and treatment of water, including its impact on the mission and the local population; provide support to the existing Water Specialist Engineer in the Section; participate in predeployment visits; provide authoritative advice to senior management on issues pertaining to the management of water resources in the relevant field missions.

Engineering Assets Management Officer (P-3, 9 months)

274. The Engineering Section monitors and manages global engineering assets for peacekeeping missions and special political missions worth approximately $280 million, which includes 1,372 line items of assets divided into 25 major categories. Given the new missions to be undertaken, the value of global engineering assets is expected to more than double over the next two years. For example, the proposed budgets for UNAMID and MINURCAT would require asset management of more than 24,000 items of major engineering equipment valued at over $260 million. This includes more than 15,000 accommodation units, 800 generators and 1,400 water purification and septic disposal-related equipment. The Engineering Section manages over 10,000 different consumable items, ranging from spare parts for equipment (e.g., generators and water purification) to materials including different grades of gravel, sand and cement through electrical material (e.g., cables, switches, lights), plumbing material (e.g., PVC tubing, copper and steel pipes, faucets), carpentry supplies (e.g., nails, bolts, screws, plywood, lumber) and other construction material in addition to an extensive range of tools. The correct codification of these materials requires an officer experienced in engineering material to ensure proper identification and cataloguing. The officer would work closely with the Property Management Officer to develop engineer-specific guidance for the field in these areas within the context of the global guidance being provided to missions.

275. It is proposed, accordingly, to establish a general temporary assistance position at the P-3 level for nine months for an Engineering Assets Management Officer to manage the assets of the United Nations in response to the surge in peacekeeping activities with respect to UNAMID and MINURCAT. The Officer would be responsible for the management of engineering non-expendable assets relating to SDS; mission transfers and mission liquidation action; codification of spare parts, expendables and other consumable materials; drafting of field mission guidance related to these matters; monitoring and managing of engineering materiel and equipment directly related to field mission stocks and inter-mission transfers; United Nations reserve and the replenishment and release of SDS material and related budget activity.

Medical Logistics Officer (P-3, 9 months)

276. To manage the additional workload associated with the new missions in medical logistics planning, coordination and execution as well as medical asset inventory management, it is proposed to establish a general temporary assistance position for an additional Medical Logistics Officer at the P-3 level for nine months. The incumbent would also represent the Section in technical assessment missions for the development of the medical support plans for any new or emerging DPKO and DFS missions and administered political missions.

277. UNAMID would have more than 5,000 civilian staff, 25,000 military and formed police personnel and about $18 million in estimated medical expenditures. The logistical challenges to provide for the medical services for the Mission's personnel owing to the minimal infrastructure in the region require the additional Medical Logistics Officer to be dedicated to the support of UNAMID. The Officer would also develop and implement the medical logistics plans in support of the

civilian and police personnel deployed in MINURCAT in very difficult terrain and climatic conditions in a region with negligible medical infrastructure.

278. The Officer would coordinate the provision of medical services either from the troop-contributing countries or commercially, draft the requirements of the supporting systems contracts, coordinate the approvals through the various procurement channels, and assume other responsibilities described below. Owing to the difficult logistical challenges and complexity of the mandates of the missions, an experienced Medical Logistics Officer is needed to cope with the volume and complexity of work for the two and other emerging missions. Furthermore, the Officer would manage the influenza pandemic contingency stockpile, worth over $12 million, by updating stockpiling guidelines, ensure the distribution of the stockpile according to directives from United Nations Headquarters, establish replenishment procedures and coordinate the procedures for evaluation/analysis of the potency of the Tamiflu component in the United Nations commercial warehouse in Copenhagen and at all mission levels with approved laboratories during the period of the general temporary assistance.

279. The Officer would be responsible for the following tasks: develop statements of works/technical specifications for the review and establishment of one-time procurement of medical equipment/consumables, system contracts and commercial medical services for Darfur and Chad; negotiate memorandums of understanding and letters of assists for in-mission and out-of-mission medical evacuation facilities and transportation assets; act as a focal person for negotiations on memorandums of understanding and letters of assist with troop-contributing Governments through their permanent missions to the United Nations; act as liaison officer in matters relating to other United Nations departments, such as the Influenza Pandemic Planning Team and the Medical Services Division. Similar functions would also be performed for United Nations agencies such as WHO, the United Nations Children's Fund, UNFPA regarding medical logistics issues. In addition, the incumbent would manage the strategic deployment stockpile and the entire influenza pandemic contingency stockpile.

Team assistant for vendor management (GS (OL), 9 months)

280. With the additional volume of vendor registration related to the operations in UNAMID and MINURCAT, it is proposed to establish a general temporary assistance position at the General Service (Other level) for nine months to maintain an effective aviation vendor registration database.

281. Most of the supply requirements need to be transported by air to reach these peacekeeping missions, which would require 78 additional aircraft. New vendors interested in providing services for new peacekeeping missions would need to be registered and inspected frequently. The additional data resulting from the increased number of vendors providing the increased volume of services would need to be constantly updated and maintained to ensure that their registrations and qualifications are up to date and their services could be provided safely. The incumbent of the proposed position would be responsible for assisting in the updating of the vendors registration database, researching external public databases (Civil Aviation Authority, International Civil Aviation Organization) and the Internet for valuable aviation practices that may have an impact on the air safety and air operations of DFS, assisting in the preparation of inspection reports and quality

assurance performance reports, assisting in the technical evaluation of requests for proposals and maintaining files for the Division (technical evaluations, performance reports).

Movement Control Assistant (GS (OL), 9 months)

282. It is proposed to establish a general temporary assistance position at the General Service (Other level) for nine months in order to provide assistance to the Professional staff in all strategic movement and associated administrative requirements related to UNAMID and MINURCAT, and a potential new peacekeeping mission in Somalia.

283. In UNAMID alone, the Movement Control Section will need to emplace and rotate an additional 22,000 military and formed police personnel. The Section will arrange approximately 150 passenger flights, 36 cargo flights and 25 ships, and rotate the 22,000 personnel twice per year (120,000 one-way movements), requiring approximately 250 passenger flights.

284. An additional General Service staff would support the incumbent of the proposed Movement Control Officer (P-3) post and the team to ensure that all of the correspondence to the various troop-contributing countries and commercial contracts on the movements are filed properly, followed-up, renewed and updated.

285. The General Service staff member would assist the Section Desk Officer in all movement operations in support of UNAMID and MINURCAT, which includes: drafting correspondence to United Nations permanent missions, and DPKO field missions regarding passenger and cargo movement schedules, diplomatic overflight and landing clearances, and carriage of standby passengers; verifying the accuracy of cargo load lists, data entry and maintenance of the Movement Control Unit statistical database; assisting in the preparation of documentation for letters of assist and presentations to the Headquarters Committee on Contracts; assisting desk officers in the preparation of their mission troop rotation schedules; maintaining and updating the database vendor module for air operator/aircraft documentation; providing assistance in the coordination of service-wide activities (e.g., meetings and training), special projects and events, and responding to complex information requests and inquiries (e.g., answering requests requiring file search); and any other movement-related tasks as assigned by Desk Officers.

Team Assistant, Air Transport Section (GS (OL), 12 months)

286. The Air Transport Section currently has one General Service staff member assigned to process the invoices for the reimbursement of services rendered by 200 aircraft and input the invoice processing status in the database. Owing to the backlog, DFS has not been able to take advantage of discounts provided by vendors for early disbursement of funds. The increase in air assets and field missions generates a total of 3,500 invoices processed by the Section per year, excluding those related to UNAMID and MINURCAT. An additional 78 aircraft related to the two missions would generate an additional 1,300 invoices per year.

287. Additional general temporary assistance is proposed at the General Service (Other level) to assist in the management of air assets and the expeditious procurement of services and payment of invoices, and in achieving effective aviation database operation, resulting in timely availability of data. The incumbent

of the proposed position will be responsible for processing all invoices associated with the additional aircraft required for UNAMID and MINURCAT and the following tasks: assist in the updating of the aviation contracts and operational databases (two databases); process invoices for timely payment to troop-contributing countries and commercial carriers, generate statistical reports and audit invoices and perform corrective measures prior to payment of invoices, including applying liquidated damages to invoices; provide budgetary and technical assistance to the Aviation Budget Coordinator and technical assistance with respect to aviation insurance; assist in the preparation of technical evaluations for contracts; create requisitions for air services; follow-up pending matters with the Field Budget and Finance Division and Accounts Division; and maintain files for the Section (letters of assist, commercial contracts, amendments to letters of assist and commercial contracts, and HCC presentations).

Information and Communications Technology Division

288. An amount of $773,900 would cover the requirements of the Information and Communications Technology Division for general temporary assistance positions at the P-2 (1), P-3 (5)and P-4 (1) levels.

Technical Analyst (P-4, 12 months); Business Analyst (P-3, 12 months); Technical Analyst (P-3, 12 months)

289. The Information and Communications Technology Division will implement enterprise content management technology to address peacekeeping reporting process automation, replacement of the existing guidance content repository and enhancement of collaboration capabilities throughout field missions. These solutions would, in addition, include support for the migration of users and data from existing legacy systems to the new platform. It is proposed in this connection that general temporary assistance resources for the DPKO reporting project and peacekeeping telephone billing system be provided as follows: one position at the P-4 level for 12 months and two positions at the P-3 level for 12 months. These combined resources would provide additional capacity in business systems analysis and configuration and analytics.

Information Communications Technology Access Control Manager (P-2, 10 months)

290. The Information and Communications Technology Division is implementing centralized, more efficient and complex information communications technology systems to support effective performance of Department operations. In this context, the Division is also responsible for establishing effective and comprehensive centralized security administration, monitoring and management systems and processes to ensure confidentiality, integrity and availability of ICT resources and data. It is proposed, accordingly, to establish one general temporary assistance position at the P-2 level for 10 months. The incumbent would report to the ICT Security Manager and would assist in the development and enforcement of comprehensive ICT security safeguards and procedures and perform user access control administration to enterprise ICT systems and data in line with established ICT data sensitivity taxonomy.

Project Manager (P-3, 10 months)

291. The Information and Communications Technology Division is working with the United Nations Secretariat to implement an enterprise identity management system so as to streamline organizational identity management processes and provide a single repository for user information management in line with the Organization's standardized policies in this domain. The implementation of the system is a necessary prerequisite to the planned implementation of various field systems. The system would support secure and effective identity management and would simplify user administration for information and communication technology resources. It would provide a centralized system whereby authentication rules and authorization privileges can be managed efficiently and confidently and would allow users to authenticate only once and gain transparent access to multiple information and communications technology resources. The establishment of a general temporary assistance position at the P-3 level for 10 months is proposed in this connection. The incumbent would perform the functions of project management leadership, including oversight of specialized technical resources, and ensure that project deliverables are met in accordance with project timelines and in adherence to established ICT security standards, policies and quality controls.

Project Manager, fuel management system (P-3, 9 months)

292. The fuel management system will enable the automation, management and monitoring of fuel in field missions. The system will optimize the Department's fuel management capacity and mitigate wastage and loss by enhancing control and visibility. Approval for the system has been obtained through the information and communications technology governance bodies. The proposed system will also facilitate effective review of the performance of vendors, as well as their compliance with contracts, which will in turn support Procurement Service negotiations on new contracts. The Information and Communications Technology Division will manage the coordination and configuration of the system to meet functional requirements and support the deployment of the system to MINURCAT and UNAMID. It is proposed, accordingly, to establish a general temporary assistance position at the P-3 level for 9 months. The incumbent would perform the functions of project management leadership, including oversight of specialized technical resources, and ensure that project deliverables are met in accordance with project timelines and in adherence to established ICT standards, policies and quality controls.

Project Manager, aviation management system (P-3, 9 months)

293. The Air Transport Section manages more than 225 aircraft in 18 missions at a cost of more than $600 million to the Organization. This expenditure has been increasing by 20 per cent annually in connection with the increase in scale and scope of global peace operations. A centralized aviation management system is proposed to improve the effectiveness of the Section and increase transparency of aviation activities. The system will provide functionalities to support the operational and financial management of DPKO or DFS aviation services, tailored to United Nations aviation requirements, including analytical and reporting functionalities. It will be accessible to aviation personnel in the field missions and at Headquarters. The Division will engage in requirements solicitation and analysis to determine necessary customization, and will oversee the migration of existing data and

configuration of a commercial system to meet United Nations aviation management needs. It is proposed in this connection to establish a general temporary assistance position at the P-3 level for 9 months. The incumbent would perform the functions of project management leadership, including oversight of specialized technical resources, and ensure that project deliverables are met in accordance with project timelines and in adherence to established ICT standards, policies and quality controls.

	Cost estimates	*Variance*	
Consultants	$884.0	$478.9	118.2%

294. The consultancy requirements for the period are set as follows:

(United States dollars)

Expertise	*Person/month*	*Amount*	*Output reference*
Review of fuel operations (Logistics Support Division)	—	234 000	Improved management, reporting and analysis of rations and fuel utilization; contract compliance
Field defence (Logistics Support Division)	—	250 000	Improved management of specialist services contracts
Independent review of vehicle systems contracts (Logistics Support Division)	9	180 000	Enhanced management of aviation concepts, with improved quality assurance processes and aviation contract compliance
			Improved management of transportation and movement contracts
Aviation quality assurance and technical compliance review (Logistics Support Division)	6	220 000	Enhanced management of aviation concepts with improved quality assurance processes and aviation contract compliance
			Improved management of transportation and movement contracts
Total	15	884 000	

295. An amount of $234,000 is provided for the Logistics Support Division for fuel management review, as requested by the General Assembly in its resolution 60/266, covering all aspects of fuel management, including the preparation of a comprehensive fuel management manual, implementation of an electronic fuel accounting system, development of standard operating procedures of fuel management and preparation of an annual fuel procurement plan. In addition, internal management reviews identified deficiencies in current policies and practices that may potentially affect safe, efficient and effective management of fuel operations in peacekeeping missions. The policies and practices would require change and/or remedial measures, where necessary. In this context, there is a requirement to update current fuel standards, procedures, business processes and

equipment specifications. The consultants will be tasked to identify fuel conservation measures in aviation, surface transport, generator fuel operations and overall supply chain conservation. Such a review would lead to a reduction in fuel consumption and consequently, a reduction in costs to the United Nations, and improvement in fuel efficiency in all fuel-consuming equipment. If efficiencies are found totalling 0.5 per cent of the annual fuel-expenditures in peacekeeping missions, it would result in potential net yearly savings of $1.65 million. There is currently no staff member within the system who has the expertise in fuel conservation best practices.

296. A provision in the amount of $250,000 is made for the Logistics Support Division for consulting services to explore and evaluate the world market for unique containers for field defence used in the field missions. Given the increasing need for this product in the field missions and the fact that, currently, only one supplier is providing this item to the United Nations, it is important that a systems contract be put in place to meet these requirements.

297. An amount of $220,000 is proposed for third-party verification and ISO 9001 certification for quality management standards. Upon completion of the gap analysis from 2007/08 an expertise in the aviation industry not currently available within the United Nations is needed to provide the assistance in the process mapping/flow charting, documentation of the processes, sequence and implementation activities, including the quality management system and the final audit before the ISO registration. The consultant, with expertise in the aviation industry, would be employed in order to continue the necessary review of the core and support processes. The objective is to set out the criteria the Organization needs to meet in order to perform the DFS air transport operations in accordance with both the international civil aviation standards and the industry-recognized set of quality control standards, and to integrate them in the current DFS aviation quality assurance programme. In addition, it is designed to gain the third-party certification to benefit the stakeholders' satisfaction and continual improvement of DFS air transport operations.

298. The approved support account budget for the 2006/07 period provided for consultancy services for ISO 9001 certification totalling $48,000, which covered the gap analysis, the initial phase towards ISO certification of DFS air transport operations processes, to ensure compliance with operational and safety standards. This practice is in line with the international civil aviation standards and current industry best practice.

299. An amount of $180,000 is proposed for a team of two consultants with relevant training and experience in preparation of specification development, bid evaluation and fleet management policies and procedures. Sixteen of the existing vehicle system contracts that support the fleet deployed in the field and in SDS will expire in 2009 after exhausting all the possible options for extension. The present aggregate value of the contracts is approximately $230 million. The statements of requirement for replacement contracts will need to be developed for acquisitions of, among others, future 4x4 vehicles, mechanical handling equipment, rapid intervention vehicles, vans and buses.

300. The consultants will assist in the development of technical specifications and incorporate the prevailing best industrial standards and practices for the high value solicitations among the contracts planned to be replaced. Although the in-house

Surface Transport Section staff will play the major role in the preparation of the statements of requirements, specifications and other bidding documents, the consultant would provide, apart from technical inputs, the following: independent review and certification of the statements of requirements to ensure that they are generic in nature and not biased towards any vendor; independent review and certification of the technical evaluation of all proposals for completeness, transparency and fairness; and assistance to the Procurement Division for any contractual negotiation relating to technical aspects of the accepted proposals.

	Cost estimates	*Variance*	
Official travel	$1 495.0	$285.6	23.6%

301. The travel requirements for Integrated Support Services in 2008/09 are as follows:

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/ consultation (Logistics Support Division)	587 000	Improved access of the Security Council to GIS data, satellite imagery and scanned maps through the establishment of an interactive database
		Availability of standard medical care for peacekeepers prior to the establishment of United Nations-owned equipment and troop/police-contributing Member States facilities in field missions
		Improved compliance with international and United Nations aviation standards through increased awareness of aviation safety-related matters, including accident prevention, risk analysis and accident investigation
Technical support (Logistics Support Division)	460 000	Improved management of specialist support contracts
		Improved management, reporting and analysis of rations and fuel utilization, and contract compliance
		More accurate identification and verification of assets in field missions through use of technological solutions
Mission planning/assessment/ consultation (Information and Communications Technology Division)	356 000	Provision of information technology and communications support to all peacekeeping operations and UNLB
Conferences/seminars (Information and Communications Technology Division)	92 000	—
Total	**1 495 000**	

302. In the Logistics Support Division, the amount of $587,000 would provide for travel to field missions to conduct assessments and reviews of the missions' logistical operations and to provide guidance on all areas of the logistical support provided by the Division.

303. The provision in the amount of $460,000 would cover travel of Logistics Support Division staff to provide technical support to peacekeeping missions on all aspects of their logistic activities.

304. The provision of $356,000 is made to meet travel requirements of Information and Communications Technology Division staff to provide technical IT support to peacekeeping missions and UNLB, which is an information technology hub for the United Nations.

305. An amount of $92,000 is proposed for travel to attend seminars and conferences on IT-related topics by the staff of the Information and Communications Technology Division.

306. The variance of $285,600 is attributed to activities not budgeted for the 2007/08 financial period. Included are visits to missions for prototype inspections of prefabricated ablution units and buildings, toolkits (electrical and plumbing), water distribution systems, solar panels, generators and field defence stores, quality control inspections of vendors and equipment performance monitoring, the review and monitoring of the progress of the Pacific Architect Engineers, Inc. (PAE) sole-source contract in UNAMID, the review of air operations and inspection of aviation safety and ICT security assessments and coordination. Furthermore, the increase in travel proposed is due to the higher cost of air tickets.

	Cost estimates	*Variance*	
Communications	$1 515.0	$1 084.0	251.5%

307. An amount of $1,515,000 would provide for the acquisition of specialized communications equipment, the replacement of communications equipment and specialized services for DPKO and DFS as follows:

(a) *Acquisition*:

(i) Test equipment for the satellite Earth station ($125,000);

(ii) Installation equipment for the satellite Earth station ($100,000);

(iii) Spare parts and satellite modems for the satellite Earth station ($818,000);

(b) *Replacement*:

(i) VC terminal ($70,000);

(ii) Network routers ($45,000);

(iii) PABX upgrade ($40,000);

(iv) Replacement INMARSAT (portable satellite terminals) ($15,000);

(v) Replacements and spare parts/supplies for communications equipment, including modems, routers and terminals ($200,000);

(c) *Services:*

(i) Videoconferencing ISDN and DSL services ($50,000);

(ii) Situation Centre emergency data connectivity ($12,000);

(iii) Situation Centre emergency notification system ($40,000).

	Cost estimates	*Variance*	
Information technology	$13 733.6	($79.5)	(0.6%)

308. An amount of $13,733,600 would provide for the acquisition of specialized information technology services and equipment necessary to support the United Nations information technology infrastructure. The composition of the request for information technology is provided below.

309. $720,000 would cover the increased requirements for software licences and fees in connection with the expansion of the pool of registered users, as the number of peacekeeping personnel increases requirements for the existing systems and software applications, such as the air transport management system ($120,000), rations systems ($240,000), fuel management systems ($240,000) and Enterprise Identity Management system ($120,000).

310. The acquisition of special information technology equipment and software applications in the amount of $4,200,500 is proposed, including additional disk storage ($150,000), network security devices for encryption ($200,000), replacement of servers ($624,000), digital senders ($150,000), scanners ($54,000), five projectors ($10,000), digital cameras ($2,500) and spare parts and supplies ($170,000). Included in this amount is a wide variety of software packages which are required by DPKO and the DFS to maintain and support existing software and systems. The requirements include Enterprise Information Portal ($675,000) and air transport management system software ($600,000); Enterprise Identity Management software ($600,000), Information Systems Operations Monitoring tools ($250,000), business intelligence upgrade ($180,000), application life cycle management software ($160,000), website monitoring and analysis software ($120,000); data management and risk assessment software ($200,000); and mobile application development software ($55,000).

311. Provision is also made for external contractual information technology services for a total of $8,813,100, as detailed below.

312. *Help desk support ($1,235,000).* Provision is made for continued global help-desk support, 24 hours a day, 7 days a week, for DPKO headquarters and field information and communications technology operations, including information exchange for DPKO critical systems.

313. *Network support ($942,500).* Provision is made for continuous data and voice communications between United Nations Headquarters and field missions. A robust network is required to enable field missions and Headquarters to exchange and have access to information. In order to facilitate the round-the-clock availability of these vital communications links, network support will be undertaken using a layered approach to provide tier 1 and tier 2 support. The coordination and monitoring of services are required to enable the management and operation of the peacekeeping global disaster recovery and business continuance architecture systems.

314. *Application support ($990,600)*. Provision is made for support at the tier 2 level for all Lotus Notes applications utilized in DPKO at Headquarters, including e-STARS/mail action records system, support of web-based applications change management and user documentation/training.

315. *Disaster recovery and business continuity support ($715,000).* These services include coordination and monitoring of the services required for the continued management and operation of the peacekeeping global disaster recovery and business continuity architecture and systems, as well as coordination of server and network infrastructure requirements, configuration and establishment of documentation for implemented systems, including day-to-day operational support, operation of the disaster recovery and business continuity infrastructure in the Department, and maintenance of flexible support for changing Departmental disaster recovery and business continuance requirements and monitoring of disaster recovery and business continuance systems.

316. *Enterprise information portal ($800,000)*. The portal would provide the definitive, centralized source for personalized and integrated information for the DPKO/DFS community. As a platform for content and systems integration, the portal would empower personnel, Member States and other United Nations agencies and partners with self-service access to integrated information, data, knowledge and applications. The portal solution would provide knowledge users with a single entry point to the array of information available and authorized for them.

317. *Videoconferencing support ($830,000).* This provision is required for continued centralized technical and operational support for videoconferencing and associated multimedia support activities between Headquarters, field missions and other United Nations entities. Technical support includes the continued development of standards for all systems, equipment, procedures, scheduling, resource allocation, coordination, engineering and other aspects of audio- and videoconferencing, including secure and encrypted connections, help desk support related to audio- and videoconferencing for field missions and other United Nations entities, day-to-day operational support and all activities relevant to videoconferencing and multimedia support centralized at UNLB. In addition, technical support will be provided for missions with developing and expanding internal videoconferencing networks.

318. The Division is working with the United Nations Secretariat to implement an enterprise identity management system ($250,000) to streamline organizational identity management processes and provide a single repository for user information management in line with the Organization's standardized policies in this domain. The implementation of the management system is a necessary prerequisite for the planned implementation of other enterprise systems, including customer relationship management, enterprise content management and enterprise resource planning. The management system will support secure and effective identity management and will simplify user administration for information and communications technology resources. The system will provide a centralized system whereby authentication rules and authorization privileges can be managed efficiently and confidently; it will allow users to authenticate only once and gain transparent access to multiple information and communications technology resources. The Communications and Information Technology Service will manage the planning and implementation of an enterprise identity management system, including integration of legacy and new

enterprise information systems and infrastructure services, to deliver single sign-on to users.

319. The strategic oversight system ($175,000) is part of a series of integrated technologies to structure, aggregate and display information in a secure and effective manner. An important feature of this solution will be the ability to produce balanced scorecards and predictive analysis models based on the comparison of data to key performance indicators, goals and targets. It is envisaged that the appropriate subject-matter experts will assist in the identification of these performance indicators and metrics. As the scale and complexity of DPKO field missions continues to grow and multidimensional mandates become more common, maintaining visibility over this operational landscape has become increasingly difficult. The magnitude of data residing across various information systems is difficult to review, understand and utilize for strategic decision-making. The ability to formulate and display this data for senior DPKO and DFS managers in a meaningful and intuitive way is critical to operational effectiveness and risk management.

320. The misconduct tracking system, enhancements and support ($60,000) is a secure, Web-based system used to capture and track all reported complaints and cases of misconduct in DPKO field missions. The Information and Communications Technology Division will engage in additional enhancements to the system to further improve its functionality, specifically in the area of data reporting as well as further integration with other DFS and OIOS systems. The Division will manage the requirements analysis and development of the enhancements to the system for field implementation as well as ongoing maintenance and support of the system.

321. Galaxy tier 1, 2 and 3 support and maintenance ($320,000) is the Organization's enterprise recruitment system. The continued operation, maintenance and support of the Galaxy system are essential to ensure that the Organization is able to continue to undertake recruitment and associated human resources functions in an automated and efficient manner. Furthermore, in order to adapt the Galaxy system to accommodate future rules and regulations governing human resources, the capacity to implement enhancements in its functionality is required. This capacity will also support and strengthen the integration of the Galaxy system with other DPKO enterprise systems and will make possible enhanced reporting and business intelligence. Support for Galaxy will continue through 31 December 2008, after which the system will be replaced and data migrated to an enterprise talent management system.

322. The aviation management system ($1,000,000) is used by the DFS Air Transport Section to manage more than 225 aircraft in 18 missions at a cost of more than $600 million to the Organization. This expenditure has been increasing by 20 per cent annually in connection with the increase in scale and scope of global peace operations. A centralized aviation management system is proposed to improve the effectiveness of the Section and increase the transparency of aviation activities. The system will provide functionalities to support the operational and financial management of DPKO or DFS aviation services, tailored to United Nations aviation requirements, including analytical and reporting functionalities. It will be accessible to aviation personnel in the field missions and Headquarters. The Information and Communications Technology Division will engage in requirements elicitation and analysis to determine necessary customization and will oversee the migration of

existing data and configuration of a commercial system to meet United Nations aviation management needs.

323. Communities of practice support knowledge-sharing between cross-functional personnel across DPKO missions and the broader peacekeeping community through online forums, facilitated information and document repositories to ensure that best practices are identified and applied. The requirement for server administration and user support services has been extended to 2008/09 ($80,000). In response to the success of the initiative and growth of communities of practice membership, the Communications and Information Technology Service will upgrade the technology platform as a pilot initiative, including the migration of its existing content to the new system and enable greater integration with existing DPKO and DFS systems.

324. The DPKO/DFS mobile Web/information services ($70,000) initiative aims to deliver existing and new DPKO and DFS Web applications to mobile devices for staff at Headquarters, field missions and authorized personnel in order to improve their effectiveness when unable to access a personal computer on the United Nations network. A pilot project will focus on the delivery of DPKO and DFS yellow pages and critical content from the Peace Operations and Department of Field Support Intranets to mobile users on their cell phones or other mobile devices. Location technologies will also be explored to enable location-sensitive information delivery to further personalize content and increase its relevance. The Division will facilitate the requirements analysis, development and implementation of the pilot applications.

325. DPKO Intranet, enhancements and support ($80,000) was deployed in 2006/07, and serves as the existing central repository of DPKO information, including consistent doctrinal, policy and procedural documentation and other information relevant to peacekeeping operations. The Information and Communications Technology Division in DFS will engage in additional enhancements to the Peace Operations Intranet to further strengthen its effectiveness, including integration with the planned DFS Intranet, statistical analysis support for site use, extranet access and functional enhancements. Ongoing server administration and user support of the website is required. These enhancements will be executed to facilitate migration of content to the enterprise information portal. Additional work by the Information and Communications Technology Division will include gathering requirements, analysis and the development of functional and design enhancements for the website, as well as ongoing maintenance and support of the site through migration to the new enterprise information portal platform.

326. The peace operations risk assessment system ($80,000) would identify, describe, categorize, rank and chart risks associated with the start-up and ongoing management of peacekeeping field missions as well as the monitoring and oversight of such activities. United Nations Headquarters would use the outputs of the system to flag, review and treat highest-level risks. The tool would initially be used by mission planning teams and would then be monitored and reviewed by mission service and section chiefs throughout the mission life cycle. The Information and Communications Technology Division will gather and analyse requirements, conduct business analysis, migrate existing data and customize and/or configure the acquired system, as necessary, to meet DPKO business and technical requirements.

327. The fuel management system, enhancements and support ($155,000) enables the automation, management and monitoring of fuel usage in field missions. The system will optimize the Department's fuel management capacity and mitigate wastage and loss by enhancing control and visibility. The proposed system will also facilitate effective review of the performance of vendors, as well as their compliance with contracts, which will in turn support Procurement Service negotiations on new contracts. Approval for the system has been obtained from the legislative bodies for 2007/08, and in 2008/09 it is planned that the Information and Communications Technology Division will manage the coordination and configuration of the system to meet new functional requirements and to support the deployment of the system for MINURCAT and UNAMID.

328. The rations management system, enhancements and support ($170,000), makes possible the automation, management and monitoring of rations management in field missions. Approval for the system has been obtained through the legislative bodies with an appropriation having been granted in the 2007/08 financial period. The proposed funding requirement is to facilitate configuration of the system to meet new functional requirements for 2008/09 as well as to support the deployment of the system for MINURCAT and UNAMID.

329. The DPKO written exercise system ($55,000) is a publicly accessible, centralized, Web-based tool that provides features and functionalities to manage written exercises used in the recruitment of personnel for the Department. This system is currently in its pilot stage for deployment in Headquarters only. The next version of the system will be enhanced to include functionalities to support use of the system by field missions. The Division will manage the requirements analysis and development of the enhancements to the system for field implementation as well as ongoing maintenance and support of the system.

330. The Information and Communications Technology Division will continue to coordinate and support the implementation of the enterprise talent management system ($605,000) for DPKO, DFS and the field missions. The enterprise talent management solution will support the Organization's efforts to attract, recruit, retain and develop high-quality personnel through an end-to-end, streamlined and efficient recruitment solution. The system is intended to replace a number of existing legacy recruitment systems and will integrate with the enterprise resource planning system. The Division will manage ongoing data integration between legacy recruitment systems and the talent management systems as well as implementation of functional refinements, as required.

331. An enterprise budget application ($200,000) will support and automate the formulation of peacekeeping budgets on a single platform. The application will integrate with existing financial systems as well as the enterprise resource planning system. The Information and Communications Technology Division will coordinate and support the implementation of the enterprise budget application throughout DPKO, DFS and the field missions, including the establishment of the underlying technical infrastructure and configuration of the system for the specific field mission operating environment to ensure high availability and optimal system performance. The Division will, in addition facilitate the secure migration of data from legacy systems, ensuring data integrity and accuracy.

(f) Overall human resources requirements, Department of Field Support

Category	*2007/08*	*2008/09*	*Change*	*Rejustified*[a]
Professional and above				
Under-Secretary-General	—	—	—	—
D-2	2	3	1	—
D-1	8	8	—	—
P-5	33	36	3	—
P-4	84	92	8	—
P-3	109	117	8	—
P-2/P-1	8	9	1	—
Subtotal	**244**	**265**	**21**	**—**
General Service and other				
Principal level	19	19	—	—
Other level	154	159	5	—
Security Service	—	—	—	—
Subtotal	**173**	**178**	**5**	**—**
Total	**417**	**443**	**26**	**—**

[a] In accordance with General Assembly resolution 58/298 (para. 12).

(g) Overall financial resource requirements, Department of Field Support

(Thousands of United States dollars)

	Expenditures (2006/07)	*Apportionment (2007/08)*	*Cost estimates (2008/09)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	—	56 390.4	63 692.7	7 302.3	12.9
II. Non-post resources					
General temporary assistance	—	2 443.7	3 799.0	1 355.3	55.5
Consultants	—	447.4	1 069.0	621.6	138.9
Official travel	—	2 130.4	2 456.0	325.6	15.3
Communications	—	1 458.0	2 459.8	1 001.8	68.7
Information technology	—	15 919.4	16 016.0	96.6	0.6
Other supplies, services and equipment	—	—	51.0	51.0	100
Subtotal II	**—**	**22 398.9**	**25 850.8**	**3 451.9**	**15.4**
Total I and II	**—**	**78 789.3**	**89 543.5**	**10 754.2**	**13.6**

(h) Centrally administered communications and information technology costs

	Cost estimates	Variance	
Communications	$944.8	$458.5	32.7%

332. DPKO continues to administer the standard communications and information technology activities for both DPKO and DFS. Of the total proposed amount of $944,800 for standard communications costs, a provision of $858,000 is made for commercial communications charges based on a standard rate per staff member derived from past experience.

333. For acquisition of standard communications equipment, such as telephones and fax machines, and for LAN-wiring of new office space, a total of $86,800 is proposed, which is calculated on the basis of a standard rate of $1,400 for all staff.

334. The variance is attributed mainly to higher commercial communications costs for the Departments relative to the number of new posts proposed.

	Cost estimates	Variance	
Information technology	$2 282.4	$401.6	15.0%

335. Included in the estimate of $2,282,400 for information technology is a provision of $1,544,000 for the maintenance of IT equipment at standard rates (standard-level agreement). The acquisition of standard equipment amounts to $738,400 and includes 62 new and 288 replacement desktop computers ($385,000), 93 replacement laptop computers ($149,000) and 18 new and 50 replacement network printers ($204,000) for DPKO and DFS. All of these items are budgeted according to the most recent estimating guide from the Information and Technology Service Division in DM.

C. Department of Management

1. Office of the Under-Secretary-General

(a) Results-based framework

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Positive feedback from Member States on services provided by the secretariat of the Fifth Committee and the Committee for Programme and Coordination

Outputs

- Provision of technical and substantive secretariat support to 75 formal and informal meetings of the Fifth Committee on peacekeeping matters, including advice on procedures, 25 draft resolutions and 20 reports of the Committee for adoption by the General Assembly
- Preparation of notes on the programme of work and the status of documentation and preparation of 20 procedural notes on peacekeeping-related items for the presiding officer of the Fifth Committee
- Maintenance and update of the website of the Fifth Committee relating to peacekeeping matters

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	**3.1 95 per cent of implemented management support projects meet expectations to enable efficient and effective peacekeeping**
	3.2 Reports by Joint Appeals Boards and Joint Disciplinary Committees are submitted within 30 days after panels complete deliberations
	3.3 All (100 per cent) requests by staff members for legal advice and representation from the Panel of Counsel Office are met within the time limit for the respective cases, between 30 and 90 days
	3.4 10 per cent decrease in the processing time for HCC cases, from 8.25 to 7.25 days (2006/07: 12 days; 2007/08: 8.25 days; 2008/09: 7.25 days)
	3.5 30 per cent increase in the number of peacekeeping personnel who receive the certificate of LCC training from 200 to 260 persons (2006/07: 0 persons; 2007/08: 200 persons; 2008/09: 260 persons)

Outputs

- **Management supported projects for peacekeeping missions and peacekeeping-related entities at Headquarters, particularly in the areas of change management, organizational design and process improvement**
- **Legal advice and representation to 188 staff members by the Panel of Counsel**
- **64 cases before the Joint Appeals Board (up to 3 or more submissions per case)**
- **45 cases before Disciplinary Committees (2 or more submissions per case)**
- **15 cases before the Administrative Tribunal (2 or more submissions per case)**
- **4 cases regarding other formal procedures (for example, rebuttal panels, Advisory Board on Compensation Claims, OHRM regarding complaints of sexual harassment, Pension Fund, OIOS)**
- **70 Joint Appeals Board reports on appeals filed by current or former staff members at Headquarters and in peacekeeping missions**
- **20 Joint Appeals Board reports on requests for suspension of action**
- **18 Joint Disciplinary Committee reports on the referral by OHRM of disciplinary matters or on requests for review of summary dismissal**
- **120 HCC meetings and 20 Headquarters Property Survey Board meetings**
- **Review of 800 procurement actions and 200 disposal actions annually with recommendations to the Controller**
- **Analysis of 10 cases of bid protests**
- **10 basic and advanced training courses for members of LCCs and Local Property Survey Boards in peacekeeping missions**

- **Conference of members of committees on contracts (Headquarters and peacekeeping missions)**
- **An e-learning course for the members of the review committees, best practices and jurisprudence**
- **Regular monitoring of the implementation of delegation of higher procurement authority for 10 peacekeeping missions**
- **3 assessments at missions requiring process improvements with regard to the work of LCCs**

External factors

(b) Human resources requirements

Category	*2007/08*	*2008/09*	*Change*	*Rejustified*[a]
Professional and above				
Under-Secretary-General	—	—	—	—
D-2	—	—	—	—
D-1	1	1	—	—
P-5	—	1	1	—
P-4	3	4	1	—
P-3	1	2	1	—
P-2/P-1	—	—	—	—
Subtotal	5	8	3	—
General Service and other				
Principal level	—	—	—	—
Other level	1	1	—	—
Security Service	—	—	—	—
Subtotal	1	1	—	—
Total	6	9	3	—

[a] The 2007/08 staffing table includes two posts (P-4) transferred from OIOS to the Internal Management Consulting Service, in accordance with General Assembly resolution 61/245.

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2006/07) (1)	Apportionment (2007/08) (2)	Cost estimates (2008/09) (3)	Variance Amount (4)=(3)-(2)	Variance Percentage (5)=(4)÷(2)
I. Post resources	6 687.8[a]	1 071.3	1 381.6	310.3	29.0
II. Non-post resources					
General temporary assistance	748.0	617.8	683.5	65.7	10.6
Consultants	—	915.1	301.0	(614.1)	(67.1)
Official travel	—	68.9	286.7	217.8	316.1
Information technology	—	—	8.0	8.0	—
Other supplies, services and equipment	—	37.9	3 883.9	3 846.0	10 147.8
Subtotal II	**748.0**	**1 639.7**	**5 163.1**	**3 523.4**	**214.9**
Total I and II	**7 435.8**	**2 711.0**	**6 544.7**	**3 833.7**	**141.4**

[a] The 2006/07 expenditures for post resources include charges for after-service health insurance in respect of current peacekeeping retirees.

(d) Redeployment of posts

Office of the Under-Secretary-General (2 P-4)

336. As decided by the General Assembly in its resolution 61/245, the internal management consulting function and its related resources have been transferred from OIOS to DM and established as the Management Support Service with effect from July 2007. The specific areas of expertise in support of DPKO, related entities and peacekeeping operations are process improvement, change management and organizational restructuring and design. Specifically, and in direct response to consideration by ACABQ of the Secretary-General's comprehensive report on strengthening the capacity of the United Nations to manage and sustain peace operations (A/61/858 and Corr.1), the focus is on achieving sustained process improvements and enabling institutionalization of a continuous process improvement capacity. Lastly, the function's relocation from OIOS to OUSG for Management has enhanced its ability to enable synergy of strategic management initiatives with an Organization-wide impact. The process improvement capacity-building project is therefore spearheaded by DM to allow leveraging of management practices emanating from the specific projects undertaken for DPKO and related entities.

(e) Justification of posts

Management Support Service (P-4)

337. In its report dated 1 June 2007 (A/61/937), ACABQ stressed that structural change is no substitute for managerial improvement and expressed its conviction that the challenges confronting the United Nations in responding to peacekeeping

demands are exacerbated by outdated systems, inefficient and duplicative work processes and insufficient management attention to addressing those problems.

338. The Management Support Service has established a strong and proven track record of providing solution-oriented and objective support to peacekeeping and related entities in the areas of change management, organizational design and process improvement to enhance management practices and increase operational efficiency and effectiveness. The support projects conducted have demonstrated concrete benefits, such as those achieved in a pilot project to test the merits of the Lean Six Sigma approach to improvement of transactional processes in peacekeeping. Through redesign and elimination of non-value added steps, the process lead time was reduced from 6 weeks to 10 days, and delays owing to process failure were significantly reduced.

339. The proposed strengthening of the capacity of the Management Support Service through the establishment of a post of Management Analyst Officer (P-4) directly responds to the recommendations of ACABQ and the oversight bodies that the Organization, and specifically peacekeeping, bolster its attention to improvement of inefficient and ineffective processes. Given the magnitude of relevant processes in peacekeeping and in the light of the significant increase in the volume and complexity of peacekeeping operations in recent years, and additionally when compared with benchmarks of process excellence functions in public and private sector organizations of comparative size and complexity, one additional post dedicated to process excellence is a modest supplemental recourse for undertaking and establishing a capacity for concrete process improvement projects. The establishment of an effective in-house process improvement capacity has proven to be the most cost-effective approach when compared with others that rely on obtaining external consulting expertise.

340. The incumbent of the proposed P-4 post would focus on providing his or her support to DPKO and related entities on achieving process improvements and institutionalizing a process excellence function, which will build the Organization's process management capacity. Within given resources, the Management Support Service has already successfully started an initial undertaking of transferring critical process improvement skills on a small scale. However, a critical mass of resources dedicated to process improvement is needed for the success of the programme.

341. The incumbent of the proposed post of Management Analyst Officer (P-4) will assume a lead role in undertaking concrete process improvement projects and the transfer of relevant knowledge to other staff in order to establish sustainable in-house continuous process improvement capabilities. In this capacity, the Officer will employ the established methodology (Lean Six Sigma) to support the identification and management of opportunities for continuous process improvements and serve as a coach on continuous process improvement initiatives. The incumbent will contribute to planning, implementing and overseeing an initial programme to develop an institutionalized capacity and a culture of continuous process improvement, including the identification of training needs and solutions. The Management Analyst Officer will provide additional services to peacekeeping entities in the areas of change management and organizational design and restructuring.

Headquarters Committee on Contracts (1 P-5, 1 P-3)

342. HCC is an integral part of the internal control system of the Organization and is tasked with vetting proposed procurement actions over the LCC threshold for compliance with the Financial Regulations and Rules of the United Nations and other established policies and procedures. Given the delegation of procurement authority to peacekeeping missions, LCCs play a similar role in the missions, within their delegated authority. It is therefore crucial to enhance the capacity of LCCs through clarification of policies and procedures, training and monitoring of activities.

343. In order to better meet the operational needs of established and rapidly expanding peacekeeping operations, DM plans to delegate higher procurement authority to peacekeeping missions. Before doing so, however, it is essential to raise the capacity of members of LCCs. Hence, the HCC secretariat has been tasked with training members of LCCs in peacekeeping missions to enhance their vetting capacity. It is planned that monitoring activities will start by July 2008 to assess the implementation of the delegation of procurement authority in the peacekeeping missions, which will be a part of the assessment and evaluation of the local capability.

344. Currently, HCC has three approved support account posts (1 D-1, 1 P-4 and 1 GS (OL)). In order to strengthen the capacity of the Committee, it is proposed to establish the posts of Senior Analyst and Monitoring Officer (P-5) and Management Analyst Officer (P-3).

345. The incumbent of the proposed post of Senior Analyst and Monitoring Officer (P-5) will undertake analysis, review, monitoring and evaluation of the activities of HCC and LCCs and assist the Chairman in providing advice to senior management of DM on systemic issues in the acquisition process. On the basis of such analysis and review, and in consultation with DFS, the incumbent will also assist in identifying further training needs of the peacekeeping missions and coordinate training of members of LCCs in all peacekeeping missions for both basic and advanced training as well as an e-learning module. In addition, the incumbent will guide the peacekeeping missions on the conduct of LCC meetings with a view to providing guidance and advice on how to improve their vetting capacity. Moreover, the incumbent will also develop a training programme for members and secretaries of Local Property Survey Board at peacekeeping missions.

346. The incumbent of the proposed new post of Management Analyst Officer (P-3) will conduct management analysis of HCC cases and recommendations made by HCC in order to identify systemic issues in the acquisition process. As the coordination of training and monitoring activities will require regular contact with peacekeeping missions and other departments, the Management Analyst Officer will provide assistance to the incumbent of the proposed post of Senior Analyst and Monitoring Officer in his or her handling of such contacts. The Management Analyst Officer will also assist the Senior Analyst and Monitoring Officer in developing further materials for advanced training, as well as materials for the HCC/Headquarters Property Survey Board website.

(f) Analysis of resource requirements[1]

	Cost estimates	Variance	
Posts	$1 381.6	$310.3	28.9%

347. The provision of $1,381,600 will cover salaries, common staff costs and staff assessment for the three continuing and two proposed new posts. The variance is attributable to increased standard costs and the proposed establishment of additional posts for the 2008/09 period.

	Cost estimates	Variance	
General temporary assistance	$683.5	$65.7	10.6%

348. The proposed amount of $683,500 will provide for GTA as explained below.

349. An amount of $260,100 will provide for 12 months of GTA requirements at the P-3 level and 12 months of support at the GS level in the Executive Office to cover staff on maternity and extended sick leave and will cover peak workload periods in DM.

350. By is resolution 62/228, the General Assembly established the new system of administration of justice, with effect from 1 January 2009. In order to avoid an accumulation of a backlog of cases, a provision of $320,900 is proposed for the continuation of GTA positions in the Office of the Panel of Counsel (1 P-4 and 2 P-2 for 6 months) and in the secretariat of the Joint Appeals Board/Joint Disciplinary Committee (1 P-3 for 6 months). All positions have been crucial to the ability of the Office of the Panel of Counsel and the secretariat of the Joint Appeals Board/Joint Disciplinary Committee to cope with the increasing number of cases, most of which originate from peacekeeping missions, DPKO and DFS. Those positions will be discontinued with effect from 1 January 2009 when the new system of administration of justice goes into effect.

351. GTA requirements equivalent to the P-4 level for six months are proposed in the amount of $102,500. Since the establishment of a body to review bid protests, HCC and the secretariat of the Headquarters Property Survey Board have had to deal with the increased volume and complexity of cases, and have no spare capacity to conduct legal research or review bid protests from commercial companies. In addition, apart from supporting the two Committees, the incumbent of the position will develop jurisprudence of cases. Internal review has indicated that this information would be beneficial to all staff involved in cases related to the acquisition and disposal of assets.

	Cost estimates	Variance	
Consultants	$301.0	($614.1)	(67.1%)

352. A provision of $50,000 is proposed for a consultant for three months to develop an e-learning package, advanced training modules and the HCC website, and to provide access to information, including jurisprudence, on best practices in the peacekeeping missions and available training tools.

353. Given the increasing number of peacekeeping operations and increased budgetary requirements related to the acquisition of goods and services, and in order

to improve the efficiency of the acquisition process, the delegation of higher procurement authority to peacekeeping missions is under consideration. Consequently, in order to ensure adequate internal controls and capability of the missions, HCC has developed a basic training module for members of LCCs and conducted training for peacekeeping missions. While it is expected that most of the members of LCCs will have received basic training during the 2007/08 period, such training will continue to ensure the gradual capacity development in the missions. As it may not be possible for all LCC members to attend the training, an e-learning programme will assist them in acquiring basic knowledge and procedures of the process.

354. The amount of $251,000 is proposed by the Internal Management Consulting Service to engage consultants to support the establishment and institutionalization of capacity for continuous business process reviews and improvements to underpin the recent restructuring of DPKO and DFS. In order to effectively provide the specific support requested by peacekeeping-related entities to enhance process improvements, the expertise of the Internal Management Consulting Service in improving business processes and leading organizational change needs to be complemented with expertise in specialized methodologies and specific tools. During the 2008/09 financial period, specialized expertise will be required to enable the institutionalization of continuous process improvement capacity. It will be necessary to anchor such process improvement capabilities by, inter alia, integrating an appropriate process improvement methodology throughout core operations in order to achieve early benefits and develop related strategies.

355. Accordingly, the services of three consultants for six months each (18 person/months) are proposed to provide specialized knowledge, and access to customized tools that is not available in-house, in order to ensure that the specific expertise relevant to building the process improvement capacity will be available to support the peacekeeping missions.

	Cost estimates	*Variance*	
Official travel	$286.7	$217.8	316.1%

356. The travel requirements of $286,700 are proposed as follows:

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission assessment and planning	104 700	Management support projects for peacekeeping missions and peacekeeping-related entities at Headquarters, in particular in the areas of change management, organizational design and process improvement Regular monitoring of the implementation of delegation of higher procurement authority for 10 peacekeeping missions Conduct of 3 assessments at missions requiring process improvements

Type of travel	*Amount*	*Output reference*
Seminars and workshops	25 000	Management support projects for peacekeeping missions and peacekeeping-related entities at Headquarters, in particular in the areas of change management, organizational design and process improvement
Training travel	157 000	—
Total	**286 700**	

357. The provision of $56,700 is proposed for the staff of the Internal Management Consulting Service to travel to field missions. The Service anchors the process improvement capacity aimed at increasing the effectiveness and efficiency of peacekeeping operations, which requires that peacekeeping operations are closely integrated in the capacity-building effort. DPKO and DFS processes are intended to provide services in support of field operations. Thus, process improvements need to be based on the field perspective. Furthermore, there is a critical need to provide support to field missions in improving their processes.

358. HCC requires $48,000 to assess and monitor three peacekeeping missions in order to ascertain the capacity of LCCs following the basic training provided in the 2007/08 financial period.

359. The provision of $25,000 is proposed for staff of the Internal Management Consulting Service to attend seminars and workshops in order to keep abreast of new developments in the area of organizational improvements. Knowledge of new developments will help improve effectiveness in conducting, managing, directing and supporting peacekeeping operations.

360. The amount of $157,000 is proposed for the staff of the HCC secretariat to continue providing basic and advanced training to LCC members in 10 peacekeeping missions. Enhancing the vetting capacity in peacekeeping operations will improve efficiency and effectiveness in the acquisition process and enhance internal controls.

	Cost estimates	*Variance*	
Information technology	$8.0	$8.0	—

361. The provision under the above heading includes the acquisition of a portable projector for the Internal Management Consulting Service ($3,000) to ensure the efficient conduct of project team meetings in order to improve team collaboration in the development of project documents and presentations of work results to clients. Experience has shown that working directly on a project document as a team is the most efficient process for creating consensus and delivering results. The provision of $5,000 is also proposed to reproduce reports, presentations and other related materials.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$3 883.9	$3 846.0	10 147.8%

362. The amount of $3,843,900 is proposed pursuant to General Assembly resolution 62/228 on the system of administration of justice, based on cost-sharing arrangements among peacekeeping operations and the funds and programmes of the United Nations approved by the Assembly. The proposed provision is based on the number of peacekeeping staff and the proposed share of peacekeeping operations in the total of resource requirements related to the administration of justice.

363. The estimate of $40,000 provides for training materials in support of the LCC training programmes delivered by Headquarters and for training supplies for the Internal Management Consulting Service.

2. Office of Programme Planning, Budget and Accounts

(a) Results-based framework

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	**Accounts Division** 1.1 Positive opinion of the United Nations BOA on the peacekeeping financial statements 1.2 Financial statements are available to BOA within 3 months of the end of the financial period 1.3 Monthly reports on the status of contributions are available by the end of the following month **Peacekeeping Financing Division** 1.4 100 per cent of deadlines for the submission of reports to the Department for General Assembly and Conference Management are met: 31 December 2008 for active missions on the normal budget preparation cycle; 28 February 2009 for closed missions, the support account and UNLB 1.5 Positive feedback from ACABQ and the General Assembly on the format and presentation of peacekeeping budgets, performance reports and other related reports submitted

Outputs

Accounts Division

- 3 consolidated and 41 individual mission financial statements with 18 schedules and notes to the financial statements
- Monthly reports on the status of contributions, monthly informal summaries of outstanding assessed contributions and 24 informal summaries of the status of contributions on the 15 major contributors and other Member States

Peacekeeping Financing Division

- **30 reports on budget performance and budget estimates for 15 active missions**
- **1 report on the updated financial position of 20 closed missions**
- **8 reports and notes on the administrative and budgetary aspects of the financing of the United Nations peacekeeping operations, including the overview report, support account and UNLB**
- **15 supplementary information packages to ACABQ**
- **Review and coordination of responses to follow-up questions from legislative bodies on 15 active peacekeeping missions, UNLB, the support account and cross-cutting issues**

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	**Accounts Division**
	3.1 Processing of payments to troop-contributing countries within the required time frames and in accordance with payment instructions provided by Member States
	3.2 Processing of 90 per cent of Headquarters payments to international staff in peacekeeping missions within 30 working days of the receipt of supporting documentation
	3.3 Processing of 90 per cent of payments of invoices to vendors and travel claims of staff within 30 working days of the receipt of supporting documentation
	3.4 Processing of 95 per cent of communications to Member States for contributions within 30 days after the adoption of resolutions and related instructions from PFD
	Peacekeeping Financing Division
	3.5 Liabilities for troops and formed police units do not exceed three months
	3.6 Increased percentage of respondents to client surveys who rate the guidance provided by PFD on budgetary policies and procedures as at least "good" or "very good"
	3.7 95 per cent budget implementation rate as a percentage of appropriation
	Treasury
	3.8 Peacekeeping support accounts investment pool rate of returns equal to or above 90-day United States Treasury bill interest rate for United States dollar investments and for euro investments (United Nations benchmarks)
	100 per cent of payments requested for peacekeeping mission accounts processed within two business days

Financial Information Operations Service

3.9 100 per cent of OPPBA operational requirements related to peacekeeping incorporated with the anticipated adoption of IPSAS and the ERP system

3.10 95 per cent availability of service support to users

3.11 Increased percentage of respondents to client surveys who rate the service provided and the ease of access to financial information as at least "good" or "very good"

Outputs

Accounts Division

- Assistance to peacekeeping operations by providing advice on financial regulations and rules; accounting polices, procedures and practices; and insurance matters
- Assistance to field finance operations through training and policy guidance on improved internal controls and rectification of audit findings
- Analysis and recommendations of new accounting policies in preparation for the adoption of IPSAS
- Automation of the accounting processes, such as those for recording of assessment receipts and maintenance of contributions records, and automated travel claims
- Accurate accounting for SDS transactions and further refinement of related accounting guidelines, as required
- Processing 19,000 payments to Member States, staff and vendors
- Negotiation and administration of 11 insurance policies covering peacekeeping operations, including the master aviation policy and the worldwide vehicle policy
- Provision of health and life insurance to all eligible international peacekeeping staff and their dependents
- Settlement of all peacekeeping insurance claims and the claims reviewed by the Advisory Board on Compensation Claims
- Processing of 5,000 investment settlements for peacekeeping operations in accordance with industry standards
- Issuance of 250 daily, 12 monthly and 2 semi-annual investment and cash management reports for peacekeeping missions
- Implementation of ICOS (IMIS-CMS-OPICS-SWIFT) to standardize IT payment systems for the United Nations globally and improve controls
- Timely issuance of the assessment letters and comprehensive reminders to Member States regarding unpaid assessments
- Processing of 2,500 receipts from Member States for contributions for peacekeeping operations and maintenance of accurate and up-to-date unpaid contributions records
- Effective servicing of the Committee on Contributions through the timely provision of all requested data

Peacekeeping Financing Division

- Processing of monthly troop strength reports on the status of troops in 15 active peacekeeping missions
- 800 troop payment letters to countries contributing troops and formed police personnel
- Substantive guidance to Headquarters staff and peacekeeping missions on EBA
- Policy guidance to missions on the formulation of budget proposals and performance reports, including on financial rules and regulations, policies and procedures, results-based budgeting and recommendations of legislative bodies
- Regional visits to 5 field missions to provide strategic advice and in situ assistance on budget and financial issues
- Budget model for the support account field mission backstopping requirements
- 255 funding authorizations for missions and peacekeeping trust funds on an ongoing basis
- 17 mission staffing table authorizations
- 21 financial reports to donors for peacekeeping trust funds
- Training of 60 Headquarters staff and 60 mission staff (including UNLB) on EBA
- Organization and conduct of 16 videoconferences on budget and performance issues with 15 peacekeeping missions and UNLB on pending budget assumptions and justification issues during the performance and budget report finalization phase
- Training of 200 personnel in 11 peacekeeping missions on the funds monitoring tool

Treasury

- The United States dollar and euro-denominated funds of peacekeeping accounts invested in accordance with approved United Nations guidelines
- Interest rate factors in United States dollar and euro monitored to enhance return on investments
- Credit exposure to any single bank limited in accordance with United Nations guidelines based on sound credit ratings
- Competitive bidding on investments conducted to reduce bid/ask spreads
- Execution of approximately 3,600 electronic fund transfers, 500 foreign exchange purchases and 2,400 investment settlements
- Execution of approximately 68,000 payroll payments to approximately 5,800 staff members funded by peacekeeping accounts
- Daily cash positions and cash requirements computed to fulfil the multicurrency funding requirements of peacekeeping support accounts
- Online processing of payment requests to increase efficiency, accountability and transparency
- Industry standard controls supported in investments and payments for peacekeeping accounts
- Advice to and training of peacekeeping missions finance staff on Treasury-related issues, cash management and banking policies and procedures

Financial Information Operations Service

- Maintenance, updating and operation of computerized budget and finance information systems; management of data structure and system control; LAN administrative functions
- Maintenance of charts of accounts and other finance-related reference tables in IMIS; development and enhancement of ad hoc applications; implementation of an IMIS/OPICS/SWIFT interface
- Enhanced financial management reports
- Full implementation of EBA by 30 June 2009

External factors

Assessments on Member States will be paid promptly (Accounts Division, PFD)

Adequate insurance policies for peacekeeping missions will be offered continuously by the insurance industry (Accounts Division)

External economic conditions will provide for beneficial interest rates and rates on return; exchange rate between the United States dollar and other convertible currencies will remain stable (Treasury)

The evolution of technology and developments in related industries will be in line with the related projects and stakeholders will fulfil their responsibilities and obligations and extend their full cooperation in attaining the objectives of the Service (Financial Information Operations Service)

(b) Human resources requirements

Category	*2007/08*	*2008/09*	*Change*	*Rejustified*[a]
Professional and above				
Under-Secretary-General	—	—	—	—
D-2	1	1	—	—
D-1	1	1	—	—
P-5	5	5	—	—
P-4	19	22	3	—
P-3	16	21	5	—
P-2/P-1	1	1	—	—
Subtotal	**43**	**51**	**8**	—
General Service and other				
Principal level	4	4	—	—
Other level	34	43	9	—
Security Service	—	—	—	—
Subtotal	**38**	**47**	**9**	—
Total	**81**	**98**	**17**	—

[a] In accordance with General Assembly resolution 58/298 (para. 12).

(c) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2006/07)* *(1)*	*Apportionment (2007/08)* *(2)*	*Cost estimates (2008/09)* *(3)*	*Variance* *Amount* *(4)=(3)-(2)*	*Percentage* *(5)=(4)÷(2)*
I. Post resources	9 547.5	11 209.8	13 412.9	2 203.1	19.7
II. Non-post resources					
General temporary assistance	999.8	2 692.9	1 992.9	(700.0)	(26.0)
Consultants	967.8	1 098.2	2 625.0	1 526.8	139.0
Official travel	240.9	343.8	407.5	63.7	18.5
Facilities and infrastructure	9.6	—	—	—	—
Information technology	730.8	470.3	216.4	(253.9)	(54.0)
Other supplies, services and equipment	217.1	157.0	180.0	23.0	14.6
Subtotal II	**3 166.0**	**4 762.2**	**5 421.8**	**659.6**	**13.9**
Total I and II	**12 713.5**	**15 972.0**	**18 834.7**	**2 862.7**	**17.9**

(d) Justification of posts

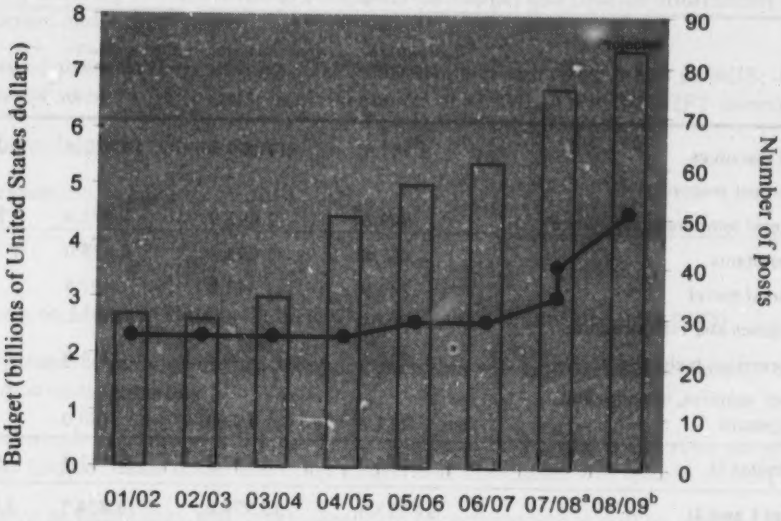
Accounts Division

New posts (3 P-3, 3 GS (OL)); Conversion of GTA to posts (3 P-4, 1 P-3, 5 GS (OL))

364. For the 2007/08 period, the General Assembly approved five additional GS (OL) posts and three GTA positions at the P-4 level for the Accounts Division. In view of the significant growth in peacekeeping, it is proposed to establish six new posts to be funded from the 2008/09 support account and to convert a total of nine approved GTA positions to posts.

365. The proposed establishment of the additional posts would allow the Accounts Division to handle the increased workload arising from the unprecedented surge in peacekeeping operations in recent years, would mitigate the shortage in resources noted by the external review of the OPPBA, and would provide capacity to support the newly established operations of UNAMID and MINURCAT. The graph below illustrates the growth in the overall levels of peacekeeping budgets over the 2001/02 to 2008/09 (projected) periods and increases in the staffing establishment of the Accounts Division. As can be seen from the graph, the proposed establishment of 15 additional posts is commensurate with the increasing level of peacekeeping budgets.

Peacekeeping budget level and number of posts: Accounts Division



[a] Includes 3 posts transferred from the Contributions Service and 2 from the Investment Accounting Unit.

[b] Proposed conversion of GTA resources into posts is not included. GTA resources are not shown in all years.

366. It is expected that the full-year impact of UNAMID and MINURCAT will become evident during the 2008/09 period and that the overall peacekeeping budget level will increase by more than 10 per cent over that for 2007/08. The proposed establishment of six new posts would meet the increase in the workload and allow the timely processing of accounting transactions. It is also expected that the increased level of peacekeeping operations will continue for a number of years and that the resources currently provided under GTA will be continuously required. It should be noted that GTA positions are difficult to fill given that competent candidates prefer not to accept positions that are short term in nature, whereas the underlying tasks are of a continuing nature. In this context, the conversion to posts of 9 GTA positions of the currently approved total of 12 positions is proposed.

Peacekeeping Accounts Section

Conversion of GTA to posts (3 P-4, 1 P-3, 3 GS (OL))

367. The approved staffing establishment of the Peacekeeping Accounts Section comprises 12 posts: 8 at the Professional level (1 P-5, 3 P-4, 3 P-3, 1 P-2) and 4 GS (1 GS (PL) and 3 GS (OL)) funded from the support account, which are augmented by GTA resources (3 P-4, 1 P-3, 3 GS (OL)). In addition to the posts approved for the 2007/08 period, the General Assembly approved three GTA positions at the P-4 level, as follows: a Policy Guidance and Training Officer, an SDS Officer and a Finance Officer (UNMIS, support to the start-up of operations in Darfur). One P-3 and one GS (OL) GTA positions have been provided since 2005/06 in response to the expansion of UNIFIL and the start-up of UNMIT, and two GS (OL) positions

were initially provided to meet the increases in the workload of the Section before 2000/01.

368. It is proposed to convert to the GTA positions of Policy Guidance and Training Officer (P-4) and SDS Officer (P-4). The position of Policy Guidance and Training Officer was approved to respond to a requirement to improve internal controls in peacekeeping operations. The incumbent assists peacekeeping missions by providing advice on accounting policies, procedures and practices and ensures the implementation of audit recommendations. Those responsibilities cannot be accomplished over short time periods and are of an ongoing and continuing nature. The SDS Officer is responsible for the accurate accounting of SDS transactions and the review of related accounting guidelines. With the expansion of peacekeeping operations and the increasing need to respond in a timely manner as well as the year round rotation of SDS, the work of the SDS Officer is required on a continuing basis.

369. The remaining P-4, P-3 and three GS (OL) GTA positions were initially approved to clear accumulated backlogs or to respond to increases in workload attributable to the start-up and expansion of peacekeeping missions. At the same time, the workload of the Section has been increasing steadily, primarily in connection with the establishment of UNAMID and MINURCAT. Given the expected significant volume of accounting transactions during the 2008/09 period and subsequent periods related to the deployment of UNAMID and MINURCAT, it is proposed to convert one P-4, one P-3 and three GS (OL) GTA positions to posts.

370. In view of the ongoing and continuing nature of functions related to policy guidance and training and SDS management, and in connection with the establishment of UNAMID and MINURCAT, it is proposed to convert three P-4, one P-3 and three GS (OL) GTA positions to posts. It is also noted in this connection that owing to the nature of GTA, difficulties have been experienced in attracting and retaining qualified suitable candidates, in particular for Professional positions.

Peacekeeping Accounts Section workload indicators

	2002/03	*2003/04*	*2004/05*	*2005/06*	*2006/07*	*2007/08*[a]	*2008/09*[a]
Number of financial statements and schedules	56	60	61	62	66	65	65
Number of accounts receivable and accounting transactions	289 209	313 098	369 207	442 056	441 065	537 150	574 012
Percentage increase in number of accounting transactions over prior year	3	8	18	20	0	23	7

[a] Estimated.

Payroll and Disbursements Section

Finance Assistant (GS (OL)), conversion of GTA to posts (2 GS (OL))

371. The workload of the Payroll and Disbursements Section is directly related to the number of peacekeeping personnel on the payroll, with the build-up of UNMIS

and the anticipated expansion of start-up activities in UNAMID during 2007/08, in addition to MINURCAT. During 2006/07, the number of peacekeeping staff on payroll increased by 15 per cent and a further increase by 22 per cent is projected during the 2007/08 period in connection with the deployment of UNAMID and MINURCAT. With full deployment in those two missions, a further increase of 12 per cent is anticipated in the number of international peacekeeping staff members on payroll in 2008/09. The table below provides an indication of the increase in workload related to the expansion of peacekeeping operations.

Payroll and Disbursements Section workload indicators

	2001/02	*2002/03*	*2003/04*	*2004/05*	*2005/06*	*2006/07*	*2007/08*	*2008/09*[a]
Total staff	9 593	9 719	9 722	10 784	11 653	12 693	13 958	14 918
Non-peacekeeping staff	6 007	6 347	6 156	6 130	6 742	7 063	7 100	7 242
Peacekeeping staff	3 586	3 372	3 566	4 654	4 911	5 630	6 858	7 676
Percentage increase in peacekeeping staff over prior year		-6	6	31	6	15	22	12

[a] Estimated.

372. In addition to the increase in peacekeeping staff, experience has shown that the processing of staff entitlements in active payroll as well as separations is more labour-intensive for peacekeeping compared to non-peacekeeping staff owing to the additional complexity of entitlements, such as mobility and hardship entitlement, and the higher rates of movement and turnover of staff. The general increase in the number of peacekeeping staff and the associated increase in the volume of staff receivables created when staff are separated, and the administrative difficulties in managing attendance records in the field, also require strengthening of the staffing capacity to follow up on the outstanding separation cases and ensure the timely processing of payroll transactions.

373. The monthly payroll for peacekeeping staff and the processing of end-of-service payments have been managed largely by relying on GTA resources and overtime. Given the anticipated growth in the number of peacekeeping staff on payroll during the 2007/08 and 2008/09 periods and the need to maintain the timelines of the regular payroll processing, additional staffing resources will be required to ensure the timely processing of entitlements and end-of-service separation transactions.

374. The current and projected expansion of peacekeeping activities and the concomitant increase in peacekeeping staff have an impact on every area of the payroll workload, including monthly payroll processing, education grant payments, pension fund reconciliations, processing of separations and follow-up of staff receivables. Historical data show that payroll service requirements can be met with due diligence and an appropriate level of internal controls by maintaining a ratio of 1 payroll operations staff to about 500 staff members on payroll. On that basis, between 12 and 15 payroll staff funded from the peacekeeping support account would be required, whereas the currently approved staffing establishment of the Payroll and Disbursements Section comprises six posts, augmented by two GS (OL) GTA positions funded from the support account.

375. In order to address the workload increases, it is proposed to establish an additional GS (OL) post and to convert two GS (OL) GTA positions to posts. The strengthening of the Payroll and Disbursements Section will ensure that there will be no processing delays and that the quality and level of services, including responses to staff queries, and controls will be maintained.

Health and Life Insurance Section

Finance Officer (P-3); Finance Assistant (GS (OL))

376. Similar to the Payroll and Disbursements Section, the workload of the Health and Life Insurance Section is directly related to the number of staff administered by Headquarters. As shown in the table above, peacekeeping staff now represent about one half of all United Nations staff administered by Headquarters. The actual workload generated by peacekeeping staff represents an even higher percentage, as the increase in peacekeeping staff is further accompanied by the comparatively higher rate of movement and turnover than non-peacekeeping staff. In addition, the workload of the Health and Life Insurance Section is affected by the increase in locally recruited peacekeeping staff owing to their involvement in Mission Insurance Plan hardship claims and other related matters.

377. Currently, all staff in the Health and Life Insurance Section are more than fully occupied with the most pressing or immediate tasks of reviewing Mission Insurance Plan operations and provision of the insurance programmes administered from Headquarters, processing of insurance applications for new and reappointed staff, the provision of analytical data, communication with clients (staff members, their family members and administrative offices), following up on the status of claims and processing of Mission Insurance Plan hardship cases. It has not been possible within existing resources to give adequate attention to the Mission Insurance Plan scheme covering locally recruited staff of peacekeeping missions. The need for the review of the operations and provisions of this scheme, including the adequate provisions of proper policy and procedural guidelines, was reflected in the concerns raised in resolutions adopted by the Coordinating Committee for International Staff Unions and Associations of the United Nations system at its twenty-second session of the General Assembly. The number of locally recruited national staff eligible for enrolment in the Mission Insurance Plan currently estimated at around 17,000, expected to grow significantly with the establishment of UNAMID and MINURCAT. The need for a well-managed health insurance programme that provides benefits harmonized with United Nations funds and programmes requires dedicated staff resources.

378. Moreover, historical data show that health and life insurance service requirements can be met with due diligence and an appropriate level of internal controls by maintaining a ratio of one staff member to about 1,000 staff on payroll. On that basis, between six and seven staff in the Health and Life Insurance Section funded from the peacekeeping support account would be required, whereas the current staffing establishment of the Section provides for three GS (OL) staff. One additional post is required to manage the increase in workload. Without the addition of that post, processing delays will be encountered and the quality and level of client services will decline, along with the response time to queries.

379. It is accordingly proposed to establish two additional posts of Finance Officer (P-3) and Finance Assistant (GS (OL)) in the Health and Life Insurance Section. The

strengthening of the Section will ensure that there will be no processing delays and that the quality and level of services related to the management of the Mission Insurance Plan, including responses to staff queries, and controls will be maintained.

Risk Management Unit and Compensation Claims Unit

Finance Officer (1 P-3)

380. The expansion of peacekeeping activities also has a direct impact on the work of the Risk Management Unit and the Compensation Claims Unit. Increases in the number of national and international staff, military observers and United Nations police assigned to peacekeeping missions increase the exposure related to compensation claims, which translates into an increase in the number and complexity of claims. During 2007, a total of 113 presentations were made to the Administrative Board on Compensation Claims, of which 52 cases (46 per cent) were related to peacekeeping operations. The additional increase in peacekeeping activities will push this percentage higher, with the impact accentuated by the fact that claims related to peacekeeping activities tend to require longer periods of time to adjudicate owing to delays in the receipt of necessary documents from local offices and the more complex nature of claims, many of which entail supplementary processing over several years.

381. Currently, all staff are more than fully occupied in their most pressing or immediate tasks of reviewing Appendix D claims. It has not been possible to give adequate attention, within existing resources, to the overall review of benefit provisions and administrative requirements under Appendix D. This review is long overdue and requires resources at the Professional level.

382. The expansion in peacekeeping operations and number of personnel in peacekeeping missions leads to increases in general liability, war risk, property and related exposure associated with those operations (for example,. increase in letters of assist and the number of chartered aircraft, vessels and vehicles), and additional requirements for the review of insurance provisions in peacekeeping-related contracts. While the administrative and reconciliation requirements related to those expanded activities would be met by the additional GS (OL) post approved for the 2007/08 period, the requirements for the follow through of substantive and policy and procedural matters associated with operational and programme initiatives and improvements, such as the streamlining of the United Nations ocean cargo programme and the review of property, liability, war risk and other exposures in peacekeeping missions, along with alternative means of risk financing, requires resources at the Professional level. It is proposed, accordingly, to establish a post of Finance Officer (P-3) to handle those requirements in addition to requirements related to the review of Appendix D provisions.

Contributions Service

Finance Officer (P-3)

383. The Contributions Service is currently supported by one P-4 and two GS (OL) posts funded from the support account, which have been approved since the 2003/04 period. As indicated in the graph above, peacekeeping operations have more than doubled since then. As such, the number of peacekeeping assessment documents

increased from approximately 6,500 in 2003/04 to more than 9,700 in 2006/07, representing a 50 per cent increase.

Contributions Service workload indicators

	2003/04	2004/05	2005/06	2006/07	2007/08[a]	2008/09[a]
Number of active missions	15	15	15	14	15	15
Number of assessment documents issued	6 494	9 161	8 404	9 770	9 100	9 500

[a] Estimated.

384. While the level of staff resources has not been increased, the doubling in the volume of peacekeeping operations and the consequent complexity of data on assessments, payments and credit returns has put a considerable strain on the Service, which has led to concerns about the accuracy and timely update of records as well as to delays in the preparation of status of contributions reports. In connection with the significantly increased workload of the Contributions Service related to peacekeeping, it is proposed to establish an additional post of Finance Officer at the P-3 level.

Investment Accounting Unit

Investment Assistant (GS (OL))

385. The Investment Accounting Unit is currently supported by two GS (OL) staff, one funded from the regular budget and one from the support account. Owing to the magnitude of dollar amounts involved, the industry standard for the segregation of duties dictates that the operations functions of "input" and "verification" be performed by different staff. A staff member performing input functions creates new entries in OPICS on the basis of information provided by the investment officer. The information includes the trade tickets and related Bloomberg data. The entries made by that staff member should be checked by a staff member who performs verification functions. On average, the Unit settles investment transactions worth $1.2 billion a day. Errors in input and verification could result in significant losses.

386. Moreover, the Unit works in time-sensitive surroundings whereby it has to meet deadlines several times a day. It is stretched thin in days of high securities trade volume. Compared to regular overnight deposits, new security trades take significantly longer to record and settle. The Unit settles individual investments and trades of up to $500 million at a time, which would have very costly implications if the settlement windows are not met. Delay of one day in settlements may lead to losses in thousands of dollars. The deadlines become harder to meet when high trade volume takes place, thus exposing the Unit to potential errors and losses. As highlighted in the statistics below, the workload for peacekeeping activities, which is expected to grow 7 per cent in the current period, will grow further by 13 per cent in 2008/09. Peacekeeping currently accounts for over 55 per cent of the transactions volume of the Unit and is expected to reach over 65 per cent in 2008/09.

Investment workloads of peacekeeping funds

	2003/04	*2004/05*	*2005/06*	*2006/07*	*2007/08*[a]	*2008/09*[a]
Number of transactions	2 081	2 627	2 719	2 746	2 943	3 338
Percentage increase over prior year		26	4	1	7	13
Amount of transactions (millions of United States dollars)	5 563	8 092	9 098	9 671	12 352	14 011
Percentage increase over prior year		45	12	6	28	13

[a] Estimated.

387. Even more critical is the fact that the Unit does not have backup support staff. When one support staff is out, the Unit is left in the precarious situation of depending on only one staff member. Accordingly, it is proposed to establish an additional Investment Assistant post (GS (OL)) in order to comply with the segregation of duties requirements in investment operations and to ensure the continuity of operations with minimum risk.

Treasury

Reclassification of Finance Officer post (P-4 to P-5); Finance Officer (P-3)

388. In view of the significant increase in the scope of peacekeeping operations from approximately $3 billion in 2003 to approximately $7.6 billion projected for 2008/09, it is proposed to strengthen the capacity of the Treasury to manage the cash of the Organization and to be able to provide efficient and cost-effective support to peacekeeping missions.

389. Approximately $2 billion are disbursed annually from accounts outside New York, with a significant amount disbursed locally in very difficult banking environments, such as the Sudan, the Democratic Republic of the Congo, Chad, Côte d'Ivoire and Liberia. The requirement to ensure that the payments are made in the most efficient, secure and cost-effective manner necessitates travel of Treasury specialists to peacekeeping missions to negotiate with local banks and to establish structured procedures that meet the specific requirements of the United Nations. At present, the Treasury deals with over 40 banks in peacekeeping missions.

390. Approximately $6 million are paid in bank charges annually by the Organization. Treasury, in conjunction with the Procurement Division, is responsible for the preparation of requests for proposal in all peacekeeping missions where there have been developments in the financial sector. The presence of a senior-level Treasury specialist is essential when negotiating the required banking services and related banking fees which would result, as experience has shown, in a general reduction in bank charges in the peacekeeping missions where a request for proposal would be issued.

391. There is a requirement for the Organization to have banking agreements with all financial institutions in which significant funds are held. Owing to a lack of staffing resources in the Treasury, there are approximately 20 banking agreements that are in the process of being formalized on an urgent basis.

392. The introduction of the JP Morgan Chase Bank Insight payment system in all offices has led to over 200,000 electronic payments annually. This figure is likely to increase once the new missions begin operating at full deployment. Despite extensive training, there are still deficiencies in the formatting of payments that have led to repair charges. Although Treasury has organized training sessions at UNLB and the peacekeeping missions, the turnover of staff and hiring of new staff necessitates continuous training. Accordingly, the Treasury staff will travel to the missions and conduct on-site training, in addition to holding regular training sessions at UNLB.

393. The Treasury currently maintains all bank account and bank signatory details in the Microsoft Access database, which is not a very secure environment for the recording and maintenance of sensitive data. However, IMIS does not have the reporting capacity required. Pending the implementation of ERP, all information would be placed in OPICS, the official and secure Treasury platform that would address the concerns related to the security of data.

394. Following the transfer of two Treasury Accounting Assistant posts to the Accounts Division, there is also a continuing requirement to verify the accuracy and correctness of the monthly United Nations operational rates of exchange which are also used by all United Nations agencies, funds and programmes.

395. In order to cope with the increased workload and in view of the increased scope of responsibilities vested in the Treasury with regard to negotiations with banks providing services to the United Nations peacekeeping operations, the development of banking agreements and requests for proposal and support to peacekeeping operations, it is proposed to upgrade the approved Finance Officer post (P-4) to a Senior Finance Officer post at the P-5 level. The Senior Finance Officer will also serve as focal point for the representation of BOA recommendations related to banking operations. It is further proposed to establish an additional Finance Officer post (P-3), the incumbent of which would assist the Senior Finance Officer in the performance of his or her duties and would be involved in the delivery of extensive training programmes in support of peacekeeping operations.

Cashier's Section

Reclassification of Treasury Assistant post (GS (OL) to GS (PL))

396. The introduction of SWIFT has significantly changed the operations and enhanced the productivity of the Cashier's Section. SWIFT is used mainly for cross-border United States dollar payments and non-United States dollar payments, which are much more complex than United States dollar domestic payments. Similarly, the bank reconciliation and tracers related to those payments are also very complex compared to those of United States dollar domestic payments.

397. The statistics below show the payments processed by the Cashier's Office in recent years (2001-2007). Not only the number of payments but also the proportion of complex payments has been increasing significantly in recent years. Processing those complex SWIFT payments and following up reconciliation and tracers of such payments requires highly qualified support. Internationally recruited staff members in peacekeeping missions outside the United States are the main beneficiaries of the

SWIFT payments. It is proposed, accordingly, to upgrade the currently approved post of Treasury Assistant (G-6) to G-7.

Number and monetary value of payments processed by the Cashier's Office (2001-2007)

Number of payments

Type of payment	*2001*	*%*	*2003*	*%*	*2005*	*%*	*2007*	*%*	*Increase (%)*
Cross-border urgent	17 632	9	17 149	8	33 100	14	40 197	15	228
Non-United States dollar	6 475	3	6 627	3	8 178	4	11 287	4	174
Domestic United States dollar	136 282	70	168 725	79	173 445	75	194 215	74	143
Cheque	34 710	18	22 234	10	15 626	7	15 619	6	45
Total	**195 099**	**100**	**214 735**	**100**	**230 349**	**100**	**261 318**	**100**	**134**

Monetary value of payments

Type of payment	*2001*	*%*	*2003*	*%*	*2005*	*%*	*2007*	*%*	*Increase (%)*
Cross-border urgent	9 146 971 176	87	10 919 728 444	86	9 189 636 878	79	11 741 684 626	84	128
Non-United States dollar (converted)	37 162 227	0	35 578 777	0	724 744 708	6	863 000 841	6	2 322
Domestic United States dollar	837 777 432	8	1 082 173 362	9	1 278 394 522	11	1 343 841 459	10	160
Cheque	488 148 976	5	655 020 485	5	408 650 621	4	61 331 032	0	13
Total	**10 510 059 813**	**100**	**12 692 501 065**	**100**	**11 601 335 730**	**100**	**14 009 857 957**	**100**	**133**

Investment Section

Treasury Assistant (GS (OL))

398. It is proposed to establish a new Treasury Assistant post in the Investment Section, which currently comprises a Senior Investment Officer (P-5) and two Investment Officers (P-4), but no support staff. In this connection, it is proposed to establish a Treasury Assistant post (GS (OL)), the incumbent of which would be responsible for daily transactions and the transmission of investment data to the Investment Accounting Unit in the Accounts Division. The Treasury Assistant will maintain and update the front office counter-party contact list, mail updates of relevant Treasury information to all financial institutions and will be responsible for tracking counter-party receipt of information, the maintenance of accurate and reliable records of investment transactions, filing and maintaining the database of Treasury records required for retention, as well as the provision of administrative support for special projects and responses to requests for information.

(e) Analysis of resource requirements[1]

	Cost estimates	Variance	
Posts	$13 412.9	$2 203.1	19.7%

399. The provision of $13,412,900 will cover salaries, common staff costs and staff assessment for the 81 continuing and 17 proposed new posts. The variance is attributable to: (a) the application of turnover factors (4.9 per cent for Professional and 1.9 per cent for General Service staff); (b) the computation of requirements for the additional posts approved in the 2007/08 period, in respect of which delayed recruitment factors of 50 per cent (Professional staff) and 35 per cent (General Service staff) were applied in the 2007/08 budget; (c) increased standard costs; and (d) the proposed establishment of additional posts for the 2008/09 period.

	Cost estimates	Variance	
General temporary assistance	$1 992.9	($700.0)	(27.0%)

Financial Information Operations Service

400. The Financial Information Operations Service was established in the 2007/08 financial period and comprises 30 posts: 25 funded from the regular budget and extrabudgetary sources and 5 funded from the peacekeeping support account budget (1 P-3, 1 GS (PL) and 3 GS (OL)). The incumbents of those posts perform information technology-related functions in support of the Accounts Division and PFD as follows: systems support and troubleshooting for the ongoing projects in PFD (funds monitoring tool; troop, formed police and COE database; maintenance and updating of the currently existing budget preparation template; all standard Microsoft Office applications) (1 GS (PL) and 3 GS (OL)); systems support in the areas of payroll, payables, insurance and financial reporting for the Accounts Division (1 P-3).

Systems Analyst (P-4)

401. Following the transfer of the Investment Accounting Unit (comprising two posts) from the Treasury to the Accounts Division and the implementation of a full segregation of duties between operational functions and systems support tasks, there is a requirement to support complex specialized systems related to treasury, cash management, investment and banking applications and services in support of specific peacekeeping operation requirements, including systems maintenance, troubleshooting and identification of systems improvements and electronic services, that would increase the efficiency of Treasury field-related operations. In order to address this requirement, it is proposed to establish a Systems Analyst post at the P-4 level, for 12 months, funded from GTA. The proposed level of the position is attributable to the in-depth technical expertise and extensive experience required of the incumbent.

Financial Information Operations Service Officer (P-2)

402. It is proposed to continue for 12 months the P-2 position previously assigned to the Investment Accounting Unit and transferred to the Financial Information Operations Service. The incumbent of the position would be responsible for

information technology system enhancements in relation to the implementation of an IMIS/OPICS/SWIFT interface. This function remains critical, as it is necessary for the back up of detailed knowledge and experience with the OPICS and SWIFT systems to ensure that payments can be routinely processed without risk of an inability to process payments. As the project continues its second phase in 2008/09, the GTA funding is continuously required. Given the temporary nature of the project, the conversion of the GTA position into a post is not proposed.

Administrative Assistant (GS (OL))

403. A GTA position of Administrative Assistant (GS (OL)) was approved for the 2007/08 period to provide assistance with IMIS data cleansing (previously assigned to the IMIS Support Unit). A diagnostic system has been developed to facilitate data cleansing. In order to further pursue its improvement and implementation, it is proposed to maintain the position for the 2008/09 period to continue improving the quality of IMIS data related to peacekeeping financial transactions and the quality of reports so as to ensure an efficient and timely transition into the new ERP system.

Project Manager (P-4)

404. The approved GTA provisions for 2007/08 for the implementation of EBA included a total of four positions (1 P-4 and 1 P-1 in PFD and 2 P-3 in ITSD). The project commenced in January 2007 owing to unexpected contractual delays, and in the course of its implementation a requirement was identified for the Auto Excel upload functionality, which will provide a bridge to future phases of EBA. It will allow end-users of EBA in missions to continue to utilize the powerful benefits of the Excel functionality while taking advantage of the advanced reporting and analytics, workflow and security of EBA. The functionality will also preclude the need for the United Nations to purchase a significant number of additional software licences, as many end-users will work in Excel without incurring licensing costs. In addition, end-users working in Excel will not require additional EBA training. As there is a high turnover among mission staff, this is considered a key benefit. The upload functionality will also save valuable resource time by end-users avoiding having to manually copy and paste and rekey thousands of data fields from low-level budget worksheets into EBA. The Excel upload functionality will perform this process automatically. Finally, as it is expected that the actual data upload function would be performed at UNLB, issues related to potential Internet connectivity problems in some missions would also be resolved. Performing the upload function at UNLB also precludes the potential need for costly servers and the dedicated resources to maintain those servers at the mission level. While, owing to the development of the Auto Excel upload functionality, the rolling out of EBA to peacekeeping operations will experience delays, the implementation of the functionality will provide a more robust and user-friendly platform for budget formulation, given the multiplicity of peacekeeping actors involved in the budget process in the field. The proposed GTA requirements set out below would represent a decrease of one position at the P-3 level compared to four positions approved for 2007/08, as two P-3 positions approved for ITSD are no longer required.

Project Manager (P-4)

405. It is proposed in this connection to continue for the 2008/09 period the GTA position of Project Manager (P-4), which was approved for 2007/08. The incumbent

of the Project Manager position will head the project implementation team and oversee the day-to-day progress of the project, manage, plan and coordinate all aspects of the project until its completion, maintain the project implementation plan, including milestones and deliverables, liaise and coordinate with all project stakeholders, including DPKO/ICTD, the Field Budget and Finance Division and field missions, the software supplier and external consultants, will provide support to business and systems analysis, and will design and implement testing and training programmes.

Systems/Business Analyst and Technical Support Specialist (P-3)

406. It is also proposed to establish a Systems/Business Analyst and Technical Support Specialist position (P-3) to support the EBA project, the incumbent of which would perform the following functions: provide systems and business analysis related to project implementation, including process mapping and gathering of technical and functional requirements; gather requirements for and develop/configure system validation rules to help deliver a more robust system; participate in the configuration, customization, acceptance testing and rolling out of the project; assist in workflow, budget form creation and modification, and the creation of ad hoc reports; assist in drafting and modification of system technical and training documentation; and utilize Visual Basic and advanced Excel for maintaining and amending customized upload forms and technical troubleshooting before the system is fully launched and operational.

Project Associate (P-2)

407. It is proposed to continue for the 2008/09 period the position of Project Associate at the P-2 level approved for 2007/08 in order to serve as a liaison between the project team and client offices, and assign new users and locations to the system as it is being developed; update and ensure data accuracy migrated from external systems and assist in form change requests; create basic reports; and support help-desk functions.

Peacekeeping Financing Division

Budget and Finance Officers(4 P-3)

408. During the 2007/08 period, with the establishment of UNAMID and MINURCAT in August and September 2007, respectively, the number of active peacekeeping operations increased to 15, including operations with complex multidimensional mandates and large military and police components, such as MINUSTAH, MONUC, UNIFIL, UNMIL, UNMIS and UNOCI. It is expected that during the 2008/09 period the 15 operations will continue.

409. As a result of an internal assessment carried out by PFD upon the establishment by the Security Council of UNAMID, the largest and most complex peacekeeping operation mounted by the United Nations to date, it has been determined that in order to adequately backstop the mission during 2008/09, the full-time support of two Budget and Finance Officers would be required. The additional requirements arising from the establishment of UNAMID will be addressed in 2008/09 through internal reassignment of staff encumbering the approved support account posts in PFD, taking into account the diminished scope of support required for ONUB (report on the final disposition of the operation's assets

and a final performance report), as the administrative liquidation of the operation was completed on 30 June 2007.

410. For the 2007/08 period, the General Assembly approved four GTA positions of Finance and Budget Officer at the P-3 level in support of MINURCAT and UNMIT and to strengthen the capacity of PFD to manage the support account and further develop the funds monitoring tool. Upon review of the totality of staffing resources approved by the Assembly for the Division, and given that requirements for the support of UNAMID would be addressed through internal reassignment of tasks in the Division, there will be no additional capacity to absorb those requirements. Accordingly, it is proposed to maintain the four P-3 GTA positions for 2008/09, as justified in the paragraphs below.

411. Two temporary positions at the P-3 level for Finance and Budget Officers would be required for the continuing support of MINURCAT and UNMIT. The responsibilities of the incumbents of the positions will include the analysis and preparation of performance reports and budget estimates, financial backstopping, monitoring of budget implementation, the administration of related trust funds, the provision of budgetary guidance to counterparts in DFS and the two missions, participation in the delivery of the funds monitoring tool training, and managing liabilities and reimbursements to formed police-contributing countries. The approval of the continuation of two temporary positions would ensure the timely preparation and submission of financing reports for MINURCAT and UNMIT to the General Assembly and would provide continuing support to the missions.

412. Over the past several financial periods, the scope and complexity of the peacekeeping operations support account requirements continued to grow in step with the expansion of peacekeeping operations. Recent experience with the preparation of the support account performance report for 2006/07 and the proposed budgets for 2007/08 and 2008/09 provided a confirmation of the increased level of effort required by PFD to scrutinize post and non-post resource proposals; provide the subsequent follow-up with concerned departments and offices at Headquarters seeking additional clarification; analyse and interpret budget performance trends; and provide effective guidance on the results-based budgeting methodology to all departments at Headquarters. Accordingly, it is proposed to continue in the 2008/09 period the approved temporary position of Finance and Budget Officer at the P-3 level, the incumbent of which will work with the existing Finance and Budget Officer (P-3) to ensure the timely preparation and submission of budget performance and budget estimates for the support account; monitor the incumbency of posts and budget implementation; provide guidance and training on the results-based budgeting methodology; perform quarterly reviews of performance data collections of Headquarters departments; and respond in a timely and proactive manner to support client departments.

413. The implementation and deployment at Headquarters and to peacekeeping operations of a funds monitoring tool (a Web-based system aimed at consolidating financial information from the field and Headquarters financial systems) provided peacekeeping finance and budget personnel, cost centre managers and senior management of the missions with a means of online access to up-to-date financial information and analysis thereof with a view to facilitating management decisions and monitoring and evaluating expenditures. Following the upgrading of the funds monitoring tool to version 7.3 on 1 July 2006, including improvements in the

navigation interface as well as some additional functionalities, further enhancements to the funds monitoring tool were implemented in 2007/08: the new standard report to facilitate the production of the performance report by object code was implemented in June 2007; the funds monitoring tool is refreshed every day at 11 a.m. Central European daylight time (5 a.m. eastern daylight time) instead of 10.05 a.m. eastern daylight time for earlier availability of most current data for all missions (implemented 10 December 2007); inclusion of requisitions raised in Mercury before their final approval (implemented 31 January 2008); inclusion of purchase orders approved in the Mercury procurement management system but not yet recorded as obligations in the Sun system (implemented 27 March 2008); inclusion of prior-period obligations (planned for May 2008).

414. The continuous improvement of the funds monitoring tool requires that the end-users at Headquarters and in peacekeeping missions undergo refresher training and that new users are also trained, in particular in the newly established peacekeeping operations. By the end of 2007/08, a total of 190 peacekeeping staff will have been trained at Headquarters and in 7 peacekeeping missions, with training already conducted in UNDOF, UNFICYP, UNMIT and UNOCI. With regard to the 2008/09 period, it is envisaged to train 200 staff in 11 peacekeeping missions, with training conducted by joint teams with representation from PFD, the Field Budget and Finance Division and the Information and Communications Technology Division of DFS. Taking into account the ongoing requirements for funds monitoring tool training, the continuation of the GTA position (P-3) is proposed.

Accounts Division

IPSAS Project Team

Continuation of GTA: (2 P-4, 2 P-3)

415. IPSAS implementation is a major undertaking that will continue to require dedicated resources for the duration of the project. The IPSAS Project Team, funded with resources from both the regular budget and the peacekeeping support account, is leading and coordinating this exercise at the United Nations, including the peacekeeping missions.

416. During the 2008/09 period, the Team will be required to undertake preparatory work for the determination of IPSAS-compliant opening balances for items of property, plant and equipment and inventories in field missions. This involves the development of high-level process mapping, detailed accounting procedures and commencing the process of data cleansing for the implementation of IPSAS. Moreover, during the period, the Team will be launching training programmes, and it will be necessary to undertake work to have the training deployed to the peacekeeping missions. Furthermore, the Team will establish effective communications pathways with the field missions that will serve to progress the change to IPSAS. Other tasks will include IPSAS policy development and the application of policies in the context of the United Nations.

417. Accordingly, it is proposed to continue the four temporary positions, equivalent to two at the P-4 level and two at the P-3 level for 12 person-months each, to focus on IPSAS implementation at peacekeeping missions.

	Cost estimates	*Variance*	
Consultants	**$2 625.0**	**$1 526.8**	**139.8%**

418. The provision for consultants in the total amount of $2,625,000 would cover requirements of OPPBA as shown below.

(United States dollars

Expertise	*Person/month*	*Amount*	*Output reference*
OPICS upgrade	—	25 000	—
Legal experts	—	120 000	Industry standard controls supported in investments and payments in peacekeeping support accounts
Strategic programme and policy design (PFD)	—	200 000	Budget model for the support account field missions backstopping requirements
IPSAS (Accounts Division)	—	1 280 000	Analysis and recommendations of new accounting policies in preparation for the adoption of IPSAS
System-wide training of IPSAS for peacekeeping missions (Accounts Division)	—	1 000 000	Analysis and recommendations of new accounting policies in preparation for the adoption of IPSAS
Total		**2 625 000**	

419. The amount of $25,000 to fund the required external expertise is proposed for the Financial Information Operations Service. Owing to the expected release in September 2008 of version 3.0 of OPICS, which is the application used by the Investment Accounting Unit and by the Treasury Division for investment and payment purposes, it is expected that specialized consultancy services will be required to help implement the new version.

420. The amount of $120,000 would provide for the services of a legal expert specializing in financial institution law to assist in finalizing agreements with banks providing services to peacekeeping missions.

421. In paragraph 32 of its resolution 61/279, the General Assembly recalled paragraph 13 of its resolution 60/268 and reiterated its request to submit to it the findings of a comprehensive analysis of the evolution of the support account. Pursuant to a request contained in paragraph 13 of resolution 60/268, a preliminary external study of the evolution of the support account was undertaken. Upon careful review of the findings of the study, it was noted that they were primarily of a theoretical nature and did not propose any new approach to the determination of support account staffing requirements. Furthermore, following the restructuring of DPKO and the establishment of DFS, as approved by the Assembly in its resolution 61/279, it would be necessary to take a fresh look at the whole issue in the light of the structural and functional changes within the two departments, which is expected to be completed by 30 June 2008. In this connection, resources estimated at $200,000 would be required to engage external expertise in order to examine the peacekeeping operations backstopping requirements vis-à-vis the growth of the

number of peacekeeping operations and their complexity, to establish clear linkages between the two and to propose a budget model that would allow adequate backstopping support to the missions while maintaining flexibility in the determination of support account staffing requirements.

422. The amount of $1,280,000 is proposed for consultants who will undertake work related to IPSAS, as set out below:

(a) *Fixed assets/inventory*

(i) Review current property records for completeness and accuracy, including the conduct of special inventory counts;

(ii) Develop plans for data cleansing and preparation for data conversion;

(iii) Assist in the determination/validation of IPSAS-compliant policies/procedures, including those for depreciation, for example useful life of assets, grouping of assets, capitalization threshold and impairment;

(b) *Determination of opening balances*

(i) Determine opening balances upon initial implementation of IPSAS for peacekeeping funds;

(ii) Determine balances relating to property/plant/equipment, inventory, intangible assets and contingent liabilities;

(c) *Validation of procedures*

(i) Validate the IPSAS-compliant policies/procedures relating to impairment indicators and impairment testing for property/plant/equipment and inventory write-downs;

(ii) Validate IPSAS-compliant procedures relating to in kind contributions by host Governments;

(iii) Validate procedures relating to cost to be expensed/capitalized for self-constructed assets in the field;

(d) *Preparation of documentation*

Prepare detailed documentation describing IPSAS-compliant policies/procedures and workflows for field missions.

423. The proposed amount of $1 million is proposed for the training in field missions, using system-wide procured training products, which will be done largely by contractors and managed by the United Nations IPSAS Project Team. The training approach is to procure at the system-wide level training products by the third quarter of 2008 to meet the training needs for awareness and conceptual theory; the Organization's share of this cost is covered under section 30 of the regular budget. Two types of training programmes will be administered: awareness training and conceptualization training.

Awareness training

424. The objective of awareness training is to communicate to all stakeholders, both internal and external, the upcoming changes and the impact on the Organization,

encourage staff to start thinking about the implications for their own areas of work and encourage staff regarding the change to IPSAS.

425. The United Nations plans to commence formal awareness training using the products being procured by the system-wide project in the last quarter of 2008. An initial analysis of the target audience shows that about 3,500 United Nations staff members worldwide should be targeted for awareness training, and it is estimated that about 50 per cent of the trainees would be staff in peacekeeping missions.

Conceptual training

426. The objective of conceptual training is to develop core understanding of IPSAS concepts and foundation skills. The curriculum of courses for conceptual training has been prepared by the system-wide IPSAS Project Team.

427. Conceptual training using the products being procured by the system-wide project is planned to begin during the last quarter of 2008. An initial analysis of the target audience shows that about 1,200 United Nations staff members worldwide should be targeted for working-level conceptual training and about 500 should be trained at the specialist level; it is estimated that about 50 per cent of that number relates to staff in peacekeeping missions. It is anticipated that a train-the-trainer approach will be used for this level of training, using consultants to develop the knowledge and skills of staff members who would then assist in the deployment of the training Organization-wide.

428. The IPSAS Project Team will accompany the trainers for training at the specialist level.

429. The variance of $1,526,800 for consultancy is attributable to an increase in the requirements for 2008/09, in particular in order to continue the development and implementation of IPSAS.

	Cost estimates	*Variance*	
Travel	$407.5	$63.7	18.5%

430. The training requirements are described below:

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning and assessment (Treasury Division)	40 000	Industry standard controls supported in investments and payments of peacekeeping support accounts Provide advice and train peacekeeping mission Finance staff on Treasury-related issues, cash management and banking policies and procedures
EBA training (Financial Information Operation Service /PFD)	50 000	Training of 90 Headquarters personnel and 90 mission personnel (including UNLB) on EBA
SWIFT/OPICS training (Financial Information Operations Service)	18 000	Execution of approximately 3,600 electronic fund transfers, 500 foreign exchange purchases and 2,400 investment settlements executed
Insight payment system review (Treasury Division)	16 000	Provide advice and train peacekeeping mission finance staff on Treasury-related issues, cash management and banking policies and procedures

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/consultation (PFD)	50 000	Provide policy guidance to missions on the formulation of budget proposals and performance reports, including on financial rules and regulations, policies and procedures, results-based budgeting and recommendations of legislative bodies
Annual budget conference (PFD)	28 000	Provide policy guidance to missions on the formulation of budget proposals and performance reports, including on financial rules and regulations, policies and procedures, results-based budgeting and recommendations of legislative bodies
System-wide training on IPSAS for peacekeeping missions (Accounts Division)	100 000	Analysis and recommendations of new accounting policies in preparation for the adoption of IPSAS
Policy support and training (Accounts Division)	37 500	Assist peacekeeping operations by providing advice on financial regulations and rules, accounting polices, procedures and practices, and insurance matters
Chief Finance Officer workshop (Accounts Division)	35 000	Assist peacekeeping operations by providing advice on financial regulations and rules, accounting policies, procedures and practices, and insurance matters
Information Technology (Accounts Division)	18 000	Processing of 5,000 investment settlements for peacekeeping operations in accordance with industry standards Implementation of ICOS (IMIS-CMS-OPICS-SWIFT) to standardize IT payment systems for the United Nations globally and improve controls
Conferences and workshops (Financial Information Operation Service)	10 000	Execution of approximately 3,600 electronic fund transfers, 500 foreign exchange purchases and 2,400 investment settlements
World Bank/IMF banking conference	5 000	United States dollar and euro denominated funds of peacekeeping accounts invested in accordance with the approved guidelines of the United Nations Interest rate factors in the United States dollar and euro monitored to enhance return on investments Credit exposure to any single bank limited in accordance with United Nations guidelines based on sound credit ratings
Total	**407 500**	

431. The amount of $40,000 is proposed for the travel of Treasury staff to peacekeeping missions to meet with the local banks servicing peacekeeping operations and to establish structured procedures that take into account the special requirements of the United Nations in the field, as well as to ensure that banking operations in the field are conducted in the most efficient, secure and cost-effective manner.

432. The amount of $50,000 would provide for the EBA implementation team of the Financial Information Operations Service to conduct two one-week training courses on the EBA system.

433. The amount of $18,000 would cover the travel of staff of the Financial Information Operations Service supporting the Treasury and investment systems to participate in off-site conferences and training sessions related to SWIFT, OPICS and other banking services systems.

434. The provision of $16,000 would cover the travel of Treasury staff to UNLB to conduct two training sessions for the peacekeeping missions staff on the JP Morgan Chase Insight payment system.

435. The amount of $50,000 would provide for travel by staff of PFD to three peacekeeping missions for the training of cost centre managers and budget personnel in the funds monitoring tool applications. The duration of the training of each location will be from three to four days for an average of 20 to 30 participants. In view of the staff turnover in missions, continuous training is considered essential to further strengthen the skills and proficiency of mission personnel in the funds monitoring tool and in promoting its use for budget monitoring.

436. The amount of $28,000 will provide for the travel of the Director and three staff members of PFD to lead and facilitate the annual conference for field finance and budget officers. It is planned that the conference will be held at one of the United Nations offices away from Headquarters or in a field mission.

437. The amount of $100,000 is proposed for the travel of Accounts Division staff members to participate in the IPSAS awareness and conceptual training. The objective of awareness training is to inform peacekeeping staff and all stakeholders, both internal and external, of changes related to the implementation of IPSAS and their impact on the Organization, increase staff awareness of the implications for their own areas of work and encourage staff regarding the changes to work processes attributable to the implementation of IPSAS. The objective of conceptual training is to develop core understanding of IPSAS concepts and foundation skills. The curriculum of courses for conceptual training has been prepared by the system-wide IPSAS Project Team.

438. The provision of $37,500 is proposed for the Accounts Division Policy Guidance and Training Officer and a senior peacekeeping accounts staff member to visit four peacekeeping missions.

439. The amount of $35,000 is proposed for Accounts Division staff members to attend a five-day workshop for Chief Finance Officers of peacekeeping missions.

440. The amount of $18,000 is proposed for Accounts Division staff members to attend: the annual SWIFT International Banking Operations Seminar; the annual conference for all new IT developments for SWIFT; MISYS training on OPICS for systems support staff; and the banking IT systems conference, which is a follow-up training for new IT developments in investment and treasury.

441. The amount of $5,000 would provide for the attendance at conferences held by the World Bank and IMF by the Treasury staff.

	Cost estimates	*Variance*	
Information technology	$216.4	($253.9)	(54.0%)

442. The provision of $216,400 would cover the acquisition of Bloomberg licences, FITCH IBCA subscriptions, equipment and software maintenance costs, iMoney subscription and securities custody fee. The variance is attributable to the decreased projected requirements.

	Cost estimates	*Variance*	
Other supplies, services and equipment	**$180.0**	**$23.0**	**14.6%**

443. The amount of $180,000 will provide for specialized information technology training fees for PFD ($20,000) as well as for payment by Treasury of annual bank fees ($160,000). The variance reflects an increase in the bank fee charges.

3. Office of Human Resources Management

(a) Results-based framework

Expected accomplishment	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	**Learning and Development Division**
	3.1 Positive feedback from DPKO and missions on services provided by the Division
	Recruitment and Staffing Division
	3.2 Positive feedback from DPKO and missions on services provided by the Division
	Policy and Strategic Planning Division
	3.3 Implementation of the system of human resources action planning in field missions, subsequent continuous monitoring of performance and reporting of results
	3.4 Conduct monitoring of the exercise of the delegated human resources management authority by DFS and DPKO
	3.5 Conduct a comprehensive salary survey for national staff in field missions on a cycle of four years (maximum), or as required
	Medical Services Division
	3.6 Respond to all (100 per cent) mission medical evacuation requests and urgent deployment requests for medical clearance on the same day
	3.7 Pre- and post-mission health assessment, including mental health care (36 per cent in 2006/07, and 50 per cent in 2007/08 and 2008/09)

Outputs

Learning and Development Division

- **4 training sessions to assist managers in providing support to staff leaving for and returning from peacekeeping missions**

- Training of focal point(s) in the mission support system in 1 peacekeeping mission (UNMIS)
- Training of focal points to provide mission readiness training in 3 peacekeeping missions (UNMIT, UNOMIG and UNDOF)
- Provision of online resources within the mission readiness website for managers and staff members
- Continued implementation and development of a learning management system for the global management of and access to learning resources
- Implementation of mandatory HIV/AIDS training in the workplace orientation programme in 11 peacekeeping missions and at Headquarters

Recruitment and Staffing Division

- Issuance of approximately 150 vacancy announcements for support account posts at Headquarters during the budget period
- Filling of vacancies through the staff selection system, including the pre-screening of over 18,000 qualified candidates, and provision of support for the review and selection of candidates for posts financed by the peacekeeping support account at Headquarters in DPKO, DFS and other departments, including posts for military officers and civilian police
- Approximately 580 recruitments, extensions and fielding of civilian staff and military and civilian police staff on secondment from Member States funded under the support account, including those recruited for temporary positions
- Clearance and certification of Chiefs and Directors of the Mission Support Division and Chief Civilian Personnel Officers for missions, Chiefs of Personnel, and all Professional officers with responsibilities for personnel administration and performing human resources functions for both peacekeeping missions and DFS at Headquarters
- Provision of guidance and support to Member States on the filling of vacancies for military officers and civilian police. Guidance is provided through notes verbales (on average 3 campaigns per year), walk-in visits, e-mails and phone calls (on average 300 per year). Provision of guidance and support to staff members, the Executive Office and programme managers in DPKO, DFS and peacekeeping field missions on human resources management, including application of the Staff Regulations and Rules, and staff administration, including contract arrangement, entitlements and benefits
- Provision of guidance and support concerning the Staff Regulations and Rules, human resources policies, entitlements and benefits, and recruitment and promotion to DPKO and DFS
- Provision of administrative support to staff of DPKO and DFS at Headquarters, including administration of contracts, entitlements, benefits and allowances
- Continued implementation and refinement of an e-staffing system for processing recruitment for vacancies at Headquarters, including recruitment by DPKO and DFS of military officers and civilian police
- Continued implementation and refinement of a document management system to streamline processes for human resources document management and to meet the digitization and classification needs for day-to-day operational requirements, as well as for archiving purposes, including the official status files of staff of DPKO and DFS at Headquarters
- Development of outreach strategies and conduct of outreach activities and recruitment campaigns to identify potential candidates for DPKO and DFS

Policy and Strategic Planning Division

- Management of requests for administrative review, appeals and disciplinary cases in respect of civilian mission personnel (105 formal cases)
- Provision of legal advice and recommendations for 10 cases of sexual exploitation and abuse as disciplinary cases (not delegated to departments) through all steps of the disciplinary process
- Provision of advice and sharing of lessons learned on matters related to the administration of justice for all peacekeeping missions. The Administrative Law Unit provides advice mainly to the following entities on matters related to the administration of justice: the Conduct and Discipline Unit at Headquarters; conduct and discipline teams in field missions; the Field Personnel Division in DFS; and Directors of Mission Support and Chiefs of Mission Support in field missions. Advice is provided mainly by e-mail and telephone as it is usually sought on an expedited basis. Advice is provided on a regular, often daily, basis
- Provision of policy advice for strategic approaches to prevent occurrences of sexual exploitation and abuse with respect to civilian staff, including mission-specific policies which are consistent with general policies, regulations and rules applicable Secretariat-wide
- Provision of policy guidance and support to DFS and DPKO on human resources management in peacekeeping missions, including interpretation of and compliance with applicable rules and regulations
- Updating and adjusting policies and entitlements for all civilian personnel in all peacekeeping missions
- Review of mission subsistence allowance rates in 6 peacekeeping missions (MINURSO, UNOCI, UNOMIG, MONUC, UNMIT and UNMIL)
- Conduct of comprehensive salary surveys in 5 peacekeeping missions (UNIFIL, UNOMIG, MONUC, UNMIL and UNOCI) and issuance of 20 salary scales for local staff in peacekeeping missions
- Conduct of interim salary surveys for other peacekeeping missions and issuance of 36 salary scales for local staff in field missions
- Review and development of generic job profiles for use in peacekeeping missions
- Provision by OHRM of training in the application of job classification standards and procedures to human resources personnel in DPKO, DFS and peace operations
- Provision of guidance to DFS and peacekeeping missions on delegated human resources management authority through the Field Personnel Division, including on site visits to three missions, and implementation and refinement of information technology support tools for monitoring
- Implementation of human resources action plans in five peacekeeping missions
- Review of the results of pilot human resources action plans projects in 5 peacekeeping missions and modification of the plans on the basis of experience gained for implementation in all peacekeeping operations
- Enhanced human resources reporting capacity on DPKO and DFS human resources-related information for Organization-wide reporting
- Development and monitoring of data reporting standards for human resources for all departments, including DPKO and DFS
- Improvement of the capacity for human resources help desk support to respond to requests and enquiries from DPKO and DFS

Medical Services Division

- Formulation and update of health standards, policies and guidelines to protect all peacekeeping mission personnel against potential environmental and biological health hazards, including pandemic human influenza, and to ensure readiness to respond to such events
- Functional oversight over 16 chief medical officers and provision of medical technical oversight to the entire mission medical support system to maintain consistency and an acceptable level of delivery of health services
- Oversight, evaluation and monitoring and provision of ongoing technical support to 52 United Nations civilian medical units
- Review for technical clearance of 400 curricula vitae of candidates for medical positions (P-5, P-4 and P-3 level and UNVs) in peacekeeping missions
- 1 regional meeting of chief medical officers for coordination and update of medical and medico-administrative policies
- 3 on site assessments of mission medical facilities (MONUC, MINURCAT and UNAMID)
- Evaluation of a regional medical evacuation centre linked to peacekeeping missions (Nairobi)
- Medical examination of 1,270 candidates for mission deployment or travel
- 2,500 pre-mission briefings and consultations on health-related issues
- 1,200 pre- and post-mission psychological consultations, as well as mental health management (diagnosis, therapy, outside referral and follow-up)
- Immunizations of 1,400 staff of DPKO, DFS and missions
- Issuance of 1,500 medical kits for mission travel and deployment and briefing of travellers on the usage and contents of the kits
- Medical treatment of and consultations with 4,000 staff of DPKO, DFS and visiting mission staff
- Review and analysis of 14,880 incoming medical examinations of mission staff/candidates, military observers and civilian police to determine fitness for recruitment/assignment/travel
- Certification of sick leave for 9,150 staff of missions, DPKO and DFS
- Provision of advice to the United Nations Joint Staff Pension Fund on 140 disability pension case actions for staff of missions and DPKO
- Provision of advice to DPKO and missions on 1,400 case actions taken regarding medical evacuations/repatriations of civilian staff, military observers, civilian police and troops
- Provision of advice on medical compensation for civilian staff, military observers, civilian police and troops (720 case actions taken)
- Incorporation of medical examination information for mission staff into EarthMed software (United Nations electronic patient record software)
- Implementation of transfer to digital storage and electronic processing of the medical examinations records for peacekeeping military observers and civilian police officers

External factors

There is no escalation of hostilities in countries where mission staff are deployed (Policy and Strategic Planning Division)

National institutions will be supportive of efforts to improve the local health environment and facilities at mission locations (Medical Services Division)

There is no escalation of hostilities in countries where mission staff are deployed and no resurgence of epidemics or emergence of new health hazards (Medical Services Division)

(b) Human resources requirements

Category	*2007/08*	*2008/09*	*Change*	*Rejustified*[a]
Professional and above				
Under-Secretary-General	—	—	—	—
D-2	—	—	—	—
D-1	—	—	—	—
P-5	2	2	—	—
P-4	11	12	1	—
P-3	3	5	2	—
P-2/P-1	—	—	—	—
Subtotal	**16**	**19**	**3**	—
General Service and other				
Principal level	—	—	—	—
Other level	12	14	2	—
Security Service	—	—	—	—
Subtotal	**12**	**15**	**3**	—
Total	**28**	**34**	**6**	—

[a] In accordance with General Assembly resolution 58/298 (para. 12).

(c) Financial resource requirements

(Thousands of United States dollars)

				Variance	
Category	*Expenditures (2006/07)* *(1)*	*Apportionment (2007/08)* *(2)*	*Cost estimates (2008/09)* *(3)*	*Amount* *(4)=(3)-(2)*	*Percentage* *(5)=(4)÷(2)*
I. Post resources	2 881.2	4 082.0	4 835.7	753.7	18.5
II. Non-post resources					
General temporary assistance	491.7	504.8	505.2	0.4	0.1
Consultants	45.2	518.9	629.1	110.2	21.2
Official travel	248.3	366.9	611.8	244.9	66.7

Category	Expenditures (2006/07) (1)	Apportionment (2007/08) (2)	Cost estimates (2008/09) (3)	Variance Amount (4)=(3)-(2)	Variance Percentage (5)=(4)÷(2)
Information technology	132.0	819.5	620.0	(199.5)	(24.3)
Medical	511.1	306.0	115.0	(191.0)	(62.4)
Other supplies, services and equipment	14.2	—	31.0	31.0	—
Subtotal II	**1 442.5**	**2 516.1**	**2 512.1**	**(4.0)**	**(0.2)**
Total I and II	**4 323.7**	**6 598.1**	**7 347.8**	**749.7**	**11.4**

(d) Justification of posts

Medical Services Division

Conversion of GTA to posts: Administrative Clerk (GS (OL))

444. The Medical Services Division provides a range of medico-administrative services to staff in all categories of field mission personnel. The medico-administrative services related to peacekeeping operations have increased significantly over the recent years, in particular in the following areas: (a) review of incoming medical examinations to determine fitness for deployment and reassignment; and (b) certification of sick leave beyond what has already been delegated to missions. With the establishment of UNMIT and the expansion of UNIFIL, one temporary position of Medical Officer at the P-4 level was approved in the 2006/07 budget period. However, the administrative clerical support for the increased workload in the medico-administrative services has continued to be performed by GTA. Owing to the sustained high workload, it is proposed to convert to a post the GTA position of Administrative Clerk (GS (OL)) to support the increase in the volume of medico-administrative services. With the new peacekeeping missions (UNAMID and MINURCAT), the workload in the medico-administrative support services is expected to increase by more than 40 per cent in 2008/09. The Medical Services Division encounters difficulties in selecting, training and retraining of GTA staff owing to the temporary nature of their tenure. The Division spent considerable time conducting personal history reviews and interviews of potential candidates during the previous budget period and in the current period in order to ensure recruitment for a GTA position. In view of the continuing nature of the requirements, it is proposed to convert the GTA position to a post (GS (OL)).

Administrative Assistant (GS (OL))

445. The establishment of an Administrative Assistant post (GS (OL)) is proposed to provide secretarial and administrative support to the Chief of Peacekeeping Section and the three Medical Officers. The Medical Services Division currently has three administrative support posts for the performance of similar functions of providing secretarial and administrative support to other sections of the Division. Those posts are funded through other budgetary sources of the United Nations and its funds and programmes. Despite the existing substantial workload in the area of medical and medico-administrative services in support of peacekeeping operations,

the Division does not have an equivalent administrative post to provide support for the Chief of the Peacekeeping Section.

446. The incumbent of the proposed post will be responsible for the following duties and responsibilities: (a) prepare the appropriate documentation and background material for medical evacuations/repatriations and clearance to return to work of DPKO staff or their dependants, including those in peacekeeping missions; (b) assist the Chief of the Peacekeeping Section and the three Medical Officers in all activities related to the provision of medical support to DPKO and DFS, which include maintenance of relevant databases on medical evacuations/repatriations and notification of casualties; liaise with all Chiefs and Directors of Mission Support and Chief Medical Officers in peacekeeping missions; review compensation claims from DPKO, DFS and peacekeeping missions staff as well as military personnel; review pension disability claims and requests for special dependency benefits of peacekeeping staff and the staff of DPKO and DFS, and provide technical clearance of candidates for medical positions (medical officers, nurses, technicians) in peacekeeping missions; and (c) perform other secretarial and administrative support as may be required, such as preparing all arrangements for mission travel related to peacekeeping, typing mission reports for distribution to relevant parties and providing necessary statistics on medical evacuations/repatriations, and preparing casualty and death in service notifications, clearances to return to work, compensation claims and pension disability claims.

447. During the 2006/07 period, 35 per cent of the total medical and medico-administrative services provided by the Medical Services Division was attributed to DPKO. In particular, the Division authorized and administered 621 activity-based medical evacuations/repatriations, or 57 per cent of the total of 1,085 cases; reviewed and took action regarding 447 cases of medical compensation claims and verification of troop death and disability claims, or 62 per cent of the total of 720 cases; and reviewed and took action on 12 pension disability cases, or 8 per cent of the total number of cases. The workload is anticipated to increase following the surge in peacekeeping operations. For the current period, an estimated total of over 11,800 civilian and military personnel are expected to be deployed to two new peacekeeping missions (UNAMID and MINURCAT). The expansion of UNMIT and UNIFIL has resulted in workload increases related to medico-administrative services. Accordingly, the establishment of an additional Administrative Assistant post is proposed in order to provide the necessary support to the current and expected increase in peacekeeping-related services.

Policy and Strategic Planning Division

Policy Support Section

Conversion of GTA to posts: Legal Officer (P-3)

448. A significant part of the substantive work of the Policy Support Section is devoted to mission-related matters, including formal and informal requests for advice on the application or interpretation of existing rules and ensuring that application of the rules is consistent with the overall general legal framework, taking into account special mission requirements.

449. Currently, in performing those tasks, two Legal Officers (1 P-4, 1 P-3) engage in extensive consultations with administrative officials from OHRM, DFS and

peacekeeping missions through meetings and/or working groups, as well as consultation with OLA and other offices with a field presence, including the Office for the Coordination of Humanitarian Affairs and OHCHR.

450. A GTA position at the P-3 level was provided in 2006/07 and 2007/08, as the needs were determined to be temporary in nature owing to the surge in administrative support work, in particular with the emphasis on sexual exploitation and abuse. However, those needs are no longer temporary, in particular in view of the following: (a) the number, size and complexity of current peacekeeping operations as well as new operations that have emerged continue to grow; (b) there is increasing need for potential exit strategies for missions that are downsizing and/or ceasing operations; (c) the demand for clarification of human resources rules applicable to missions has grown; and (d) the extent of preparation and/or review of mission-specific rules and user-friendly guidelines has greatly expanded.

451. The development and interpretation of policies relating to sexual exploitation and abuse, in particular in peacekeeping missions which emphasize the prevention of such occurrences with respect to civilian staff, as well as the preparation of amendments to the staff rules applicable to field missions, the preparation of administrative issuances specific to those missions and/or general issuances dealing with situations frequently arising in field missions, including benefits and entitlements, involves a substantial amount of time and effort. By virtue of the need for the continued participation of OHRM in various working groups and other forums dedicated to the issue of sexual exploitation and abuse, including the Executive Committee on Humanitarian Affairs and the Executive Committee on Peace and Security Task Force on Sexual Exploitation and Abuse, in addition to the provision of policy advice to clients on those issues and the provision of information for purposes of the preparation of annual reports of the Secretary-General, it is anticipated that those needs will continue on a permanent basis.

452. On average, the Policy Support Section works on 15 to 20 administrative issuances and associated documentation, including information circulars and sets of guidelines, during any specific reporting period. While some of those issuances specifically provide for matters relating to service in the field, each issuance is also applicable to those staff members and has an impact on their conditions of service. As an example, last year the Section drafted revised staff rules and associated administrative issuances on official travel. This consisted of one Secretary-General's bulletin setting forth proposed changes to the staff rules on travel and four administrative issuances providing procedural details on those changes. The implementation of those changes required that the Section ensure the consistent application of the new policies in all offices and, in particular, missions and resulted in the need to prepare guidelines to further clarify and explain the "how to" associated with the policies (for example, guidelines on relocation grant). Moreover, of direct consequence to mission service, the Section issued an amended administrative instruction on mobility and hardship allowance which incorporated changes agreed upon by the International Civil Service Commission that were meant to simplify and streamline the entitlement.

453. The effective performance of the activities described above requires that the Legal Officer position at the P-3 level currently funded from GTA be converted to a post to ensure the timely delivery and maintenance of activities under the responsibility of the Policy Support Section. A decrease in resources in support of

peacekeeping operations will result in delays in the provision of advice on policy matters as well as on individual cases that would adversely affect the efficient management of mission staffing and consequently the functioning of missions.

454. Moreover, the current efforts of the Secretary-General to reform the Organization will require the reformulation of the existing staff rules. In addition, implementation of the decisions of the General Assembly on the Organization's system of administration of justice will further compound the work of the Section in ensuring that the specific needs of staff members serving in peacekeeping missions around the world are properly addressed.

Planning Section

Human Resources Officer (P-3)

455. The staff in peacekeeping operations currently comprises 18,000 civilians (representing over 50 per cent of the global Secretariat workforce) and over 80,000 uniformed personnel. With the recent enhancement of the delegation of authority of DFS in human resources management, it is important to ensure regular and ongoing monitoring of how that authority is exercised and to follow up on the implementation of relevant recommendations. Experience shows that adding one additional Human Resources Officer post to the programme would allow capacity to be doubled, would provide increased follow-up support and would ensure that the additional workload related to the introduction of human resources action plans for peacekeeping operations in 2007/08 is absorbed.

456. OHRM and DFS are piloting human resources action plans in five peacekeeping missions. The exercise will be reviewed, and modifications will be made where necessary in the light of experience gained. Concurrently, the pilot project will continue to be implemented in several more peacekeeping missions.

457. The establishment of the new post would facilitate the implementation of relevant General Assembly mandates for enhanced human resources management capacity in peacekeeping operations, DPKO and DFS. The major functions of the proposed post are described below.

458. Acting as a focal point for DPKO and DFS, the incumbent of the post: (a) will provide assistance and support in respect of human resources planning matters and related human resource policies in the conceptualization and design of the scope, targets and objectives of the human resources planning programme and strategic workforce planning framework for peacekeeping operations, including the identification of data requirements and elaboration of necessary concepts and implementation processes and support mechanisms; and (b) will support ongoing efforts to connect the human resources action plans for peacekeeping operations with the workforce planning strategy across the Organization, which includes assessment of workforce trends at peacekeeping operations in coordination with DPKO and DFS planning services, in particular succession and career planning, as well as of staff mobility policies.

459. In coordination with DFS, the Human Resources Officer will assist in the organization, implementation and maintenance of human resources-related data gathering and analysis of relevant planning data; prepare human resources action plans related to statistical and analytical reports on peacekeeping operations for legislative bodies; participate in the development of requirements for the further

improvement of the human resources action plans website and other IT support tools for planning and monitoring activities, including follow-up mechanisms; plan the implementation of monitoring programmes and coordinate preparation of monitoring missions to field operations; compile detailed analysis and evaluation of the findings and recommendations from monitoring missions; and bring policy issues and concerns to the attention of relevant officials.

Recruitment and Staffing Division

Outreach and Strategic Staffing Section

Human Resources Officer (P-4)

460. The Outreach and Strategic Staffing Section of the Recruitment and Staffing Division will develop and implement extensive outreach strategies on the basis of workforce planning in order to attract qualified candidates for positions throughout the global Secretariat. The incumbent of the proposed post will participate in the development and implantation of outreach strategies based on strategic and systematic workforce planning exercises for departments; assist in managing outreach activities, including proactive and targeted recruitment campaigns; provide guidance to programme managers on outreach and strategic staffing; assist in maintaining partnerships with external entities for sources of potential candidates; coordinate public information and advertising activities; and develop and implement new human resources policies, practices and procedures to meet the evolving needs of the Organization, in particular those pertaining to outreach and strategic staffing.

461. Owing to a lack of resources, the functions pertaining to outreach and strategic staffing are being carried out in a limited manner in the current structure. However, given the importance of more targeted and proactive outreach activities to strategic recruitment, dedicated resources are required to carry out the functions pertaining to outreach and strategic staffing. Accordingly, it is proposed to establish one Human Resources Officer post at the P-4 level, as it is critical that the functions relating to outreach and strategic staffing be performed and to ensure that they are fully carried out.

Roster Development and Management Section

Conversion of GTA to posts: Human Resources Assistant, GS (OL)

462. The proposed resources are required for the provision by the Recruitment and Staffing Division of timely support in the processing of vacancies for posts financed by the peacekeeping support account for the recruitment of civilians, military and civilian police in DPKO and DFS. That task is labour-intensive owing to the frequency of the rotation of military and police personnel and the requirements of the various recruitment campaigns for military and civilian police who serve at Headquarters. The resources are also required in support of the recruitment of staff at Headquarters in DPKO and DFS who will support peacekeeping missions, including the newly established operations of UNAMID and MINURCAT.

463. The number of vacancy announcements issued has grown in the past two years. From 1 July 2006 to 30 June 2007, there were 86 vacancy announcements for posts funded by the peacekeeping support account, of which 38, or 44 per cent, were for military/police campaigns. In the first four months of the 2007/08 reporting period, from 1 July 2007 to 18 October 2007, there were 85 vacancy announcements

for posts funded from the peacekeeping support account. Of that number, 22 were for military and police personnel.

464. The number of applicants has also grown in the past two years. A total of 9,320 applicants were screened (including military and civilian police) during the period from 1 July 2006 to 30 June 2007. The number of military and civilian police applicants was 1,908, or 20 per cent, for that period. In 2004/05 it was 1,153 and in 2005/06 it was 1,428. The number of processed vacancies has also been steadily increasing: 17 in 2004/05; 25 in 2005/06; and 38 in 2006/07.

465. OHRM is currently developing a roster system in the context of a new talent management system which will replace the Galaxy e-staffing tool. Once the system is fully developed, successful applicants will be screened, evaluated and placed on the roster. Programme managers will select candidates from the roster. The proposed resources will assist in developing and managing the roster system.

466. The Recruitment and Staffing Division also provides guidance and advice on recruitment policies and rules and regulations to DPKO and DFS, assists them in pre-screening and evaluating candidates, in determining eligibility and in ensuring that all relevant procedures are followed. Since the recruitment of military and civilian police personnel in DPKO needs to follow the regular staff selection system, the evaluation criteria and list of recommended candidates must be approved by the relevant central review bodies in New York.

467. In view of the continuing need to conduct special exercises throughout the year for military and civilian police, as well the expected need for the provision of increased support to peacekeeping missions, it is proposed to convert one GS (OL) GTA position to a post.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$4 835.7	$753.7	18.5%

468. The estimate of $4,835,700 provides for salaries, common staff costs and staff assessment for 28 continuing posts and 6 proposed new posts. The variance is due to an increase in the number of posts and to the increase in standard salary costs.

	Cost estimates	*Variance*	
General temporary assistance	$505.2	$0.4	0.1%

469. The estimated amount of $505,200 is required for the following.

Policy and Strategic Planning Division

Human Resources Information Technology Assistant (GS (OL) for 6 months)

470. The help desk in the Human Resources Information Technology Section provides support for human resource applications, including IMIS and Galaxy, to all departments in the Secretariat, including DPKO and DFS. The main functions of the help desk include identification and analysis of technological problems within the functionalities of human resources applications; providing guidance and solutions to

all users; processing data for actions involving users; liaising with local IMIS coordinators at offices away from Headquarters on the analysis of data for processing and the transfer of staff data involving movements to and from offices away from Headquarters and peacekeeping mission details and assignments; liaising with the technical staff in ITSD and ICTD on various aspects of system maintenance, including the review of functional and/or technical requirements documentation; designing testing scenarios and conducting functional system testing, as well as required user acceptance testing of new or revised human resources functionalities; gathering and analysing testing results; and presenting recommendations to management.

471. It is important to note that over 30 per cent of the IMIS-related workload of the Human Resources Information Technology Section help desk is generated from DPKO and DFS at Headquarters and in field missions. In addition, the help desk's operational volume for support with cases related to DPKO and DFS have increased over the years owing to the following: an increase in the number of staff members administered by DFS; an increase in the number of staff moves between missions; and an increase in the number of required organizational unit changes in IMIS. In order to address the increased requirements of the help desk, it is proposed to establish one GTA position for six months (GS (OL)).

Continuing GTA: Legal Officer (P-4)

472. The General Assembly approved for the 2007/08 period a GTA position at the P-4 level for 12 months. The position was considered to be temporary in nature owing to the surge in disciplinary matters, in particular with regard to cases of sexual exploitation and abuse. In addition to those cases, the work of the OIOS Procurement Task Force in reviewing the conduct of procurement activities to date has also indicated that there is likely to be an increased number of complex and sensitive cases of that nature referred to OHRM for disciplinary action in 2008/09. During the 2006/07 period, the Administrative Law Unit handled six mission procurement cases, and it is anticipated that a larger number of cases will be referred to it in 2008/09 owing to ongoing investigative work in that area.

473. Furthermore, the workload related to the administrative review, appeals and disciplinary cases in respect of civilian mission personnel has increased, with the actual number of formal cases referred to the Administrative Law Unit (other than cases of sexual exploitation and abuse) reached a substantially higher number than projected (77 cases in 2005/06 and 114 cases in 2006/07).

474. The challenges and focus in the processing of cases relate to substance, which has proven to be highly complex, sensitive and often voluminous, generating greater demand on resources. It is expected that the demand from field missions for the prompt handling of such cases will continue to expand. A substantial amount of the workload is also related to the development of strategic approaches to prevent and respond effectively to occurrences of sexual exploitation and abuse. The workload also includes assistance in the development of seminars for field mission personnel on internal conflict management and on raising awareness of standards of conduct. It is accordingly proposed to maintain during the 2008/09 period the GTA position of Legal Officer (P-4).

Recruitment and Staffing Division

Continuing GTA: Human Resources Officer (P-4), 1 GS (OL)

475. The Human Resources Service of the Recruitment and Staffing Division provides DPKO and DFS with support for recruitment and bringing staff on board, extension of appointments, and staff administration. It also performs functions not delegated to DPKO and DFS, monitors the implementation of delegated authority on a continuing basis and provides guidance and advice to management and staff members on a wide range of human resources issues.

476. Peacekeeping operations continue to expand, and the number of staff members in DPKO has increased. In addition, pursuant to General Assembly resolution 61/279, DFS was established. Those developments have significantly increased the workload of the Division in several areas, ranging from 30 per cent to 100 per cent, which is expected to continue to increase.

477. With effect from 1 July 2007, the Division handles a total of 836 staff members (791 funded through the support account) in DPKO and DFS. During the 2006/07 period, the Division processed 335 recruitment-related cases, including the completion of recruitment formalities, offers of appointment, induction and salary advances, and the number of such cases is expected to increase to 600 in 2008/09.

478. While advice was provided to staff members, the Executive Office and programme managers in DPKO on 13,440 occasions during the 2006/07 period, it is estimated that the Division will be required to provide advice on more than 15,000 occasions during 2007/08. This represents an increase of about 50 per cent over 2005/06, when advice was provided on 10,750 occasions.

479. At the same time, the approved staffing level of the Division has remained unchanged since 2002 — one P-4 and three GS staff posts funded through the support account. Although with the establishment of DFS the delegation of authority to the Department has been expanded, including placement at a higher level of staff appointed under the 100 series of the Staff Rules when selected for a position at that level in a field mission, recognition of change of nationality for United Nations purposes, and movement to and from other parts of the United Nations common system, continuing monitoring of the implementation of the delegated authority is required. The Division continues to review and process issues not delegated to DFS, such as agreed termination, disability, special leave without pay, and all cases that are exceptions to the staff regulations and rules. In this connection, it is proposed to maintain for 2008/09 GTA for 12 months at both the P-4 and GS (OL) levels.

Learning and Development Division

Administrative Assistant (GS (OL))

480. One GTA position of Administrative Assistant is proposed to provide programme and administrative support to organize the delivery of the HIV/AIDS training sessions at Headquarters, including the scheduling, administration, booking of rooms, preparation of sign-in sheets, completion certificates and participant reporting. The incumbent will also assist in liaising with peacekeeping missions regarding the delivery schedule and logistics of the training sessions.

	Cost estimates	*Variance*	
Consultants	$629.1	$110.2	21.2%

481. The requirements for consultants are set out in the table below.

(United States dollars)

Expertise	*Amount*	*Output reference*
Development and configuration of a learning management system	50 000	Continued implementation and refinement of a learning management system for the global management of and access to learning resources
Talent management system	252 500	Continued implementation and refinement of an e-staffing system for processing of recruitment for vacancies at Headquarters, including recruitment by DPKO and DFS of military officers and civilian police
Document management system	50 000	Continued implementation and refinement of a document management system to streamline processes for human resources document management and to meet the digitization and classification needs for day-to-day operational requirements, as well as for archiving purposes, including the official status files of staff of DPKO at Headquarters
		Continued implementation and refinement of a new reporting and data repository to provide human resources practitioners and programme managers throughout the Secretariat, including DPKO, DFS and peacekeeping missions, with easy-to-use Web-based tools to access the data repository and to obtain, analyse and report on human resources information in a more timely and comprehensive manner
HIV/AIDS training	276 600	Initial implementation of the mandatory HIV/AIDS training in the workplace orientation programme in 11 peacekeeping missions and at Headquarters
Total	**629 100**	

482. The proposed total amount of $629,100 would provide for the costs of continued implementation and refinement of the talent management system (e-staffing tool), the learning management system and the document management system, and the reporting and data repository system, pursuant to initiatives set out in the report of the Secretary-General on investing in people (see A/61/255, paras. 372-379). The initial design of those systems is being undertaken, and there will be a need for the implementation and further configuration and design of

systems. The human resources IT system will support the increased delegation of authority to DPKO and DFS by ensuring that information is available for monitoring. In addition, it will increase transparency and allow for enhanced consistency in terms of application of the organizational human resources policies across DPKO and DFS.

483. For the development of a learning management system, which is another element of the human resources IT initiative, consultancy services in the amount of $50,000 are proposed. The system would allow the Organization to manage learning resources globally and provide access to them. It would offer Web-based training and performance support tools to develop staff knowledge and skills, provide online coaching and assistance in creating career development plans and maintain a library of supplemental learning resources. Vendor services would be grouped into software and contractual services.

484. The proposed amount of $252,500 would provide for the costs of continued implementation and refinement of the talent management system, an e-staffing tool intended to replace the Galaxy recruitment system. Further provision in the amount of $50,000 is proposed for the services of a consultant to assist in the configuration of a new document management system that would streamline processes for human resources document management and meet digitization and classification needs for day-to-day operational requirements.

485. The amount of $276,600 is proposed for the implementation of mandatory HIV/AIDS training programmes pursuant to the Secretary-General's bulletin on policy on HIV/AIDS in the workplace (ST/SGB/2007/12). Training consultancy is required to conduct the HIV/AIDS training sessions in 11 peacekeeping missions, as well as for the staff of DPKO and DFS. The consultants will facilitate 24 half-day training sessions for staff located at Headquarters, with an estimated 20 participants per session. In the peacekeeping missions, consultants will facilitate training sessions and assess the capacity/availability of local facilitators for a train-the-trainer programme, with the objective of local delivery of the orientation sessions. The consultant will also assess the cultural sensitivity of the subject matter and evaluate and report to the Staff Counsellor's Office. In addition, the consultant will assess the feasibility of an online generic programme. A senior trainer/facilitator with experience in the subject matter or related area, instructional design and/or curriculum development experience, international experience and ability to facilitate training in more than one language would be engaged to conduct the training.

	Cost estimates	*Variance*	
Official travel	$611.8	$244.9	66.7%

486. The table below shows the detailed travel requirements for the budget period.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission assessment (Medical Services Division)	49 000	3 on-site assessments of mission medical facilities (MONUC, MINURCAT and UNAMID)
Technical Support (Medical Services Division)	13 600	Participation in a regional meeting of Chief Medical Officers in peacekeeping operations
Evaluation (Medical Services Division)	6 600	Evaluation of 1 regional medical evacuation centre linked to peacekeeping missions (Nairobi)
Mission subsistence allowance review (Policy and Strategic Planning Division)	81 700	Review of mission subsistence allowance rates in 6 peacekeeping missions (MINURSO, UNOCI, UNOMIG, MONUC, UNMIT and UNMIL)
Comprehensive salary survey (Policy and Strategic Planning Division)	61 500	Conduct of comprehensive salary surveys in 5 peacekeeping missions (UNIFIL, UNOMIG, MONUC, UNMIL and UNOCI) and issuance of 20 salary scales for local staff in peacekeeping missions
On-site monitoring missions (Policy and Strategic Planning Division)	115 000	Provision of guidance to peacekeeping missions on delegated human resources management authority through the Field Personnel Division, including on-site visits to 3 missions
Training-related travel (Learning and Development Division)	250 100	Initial implementation of the mandatory HIV/AIDS training in the workplace orientation programme in 11 peacekeeping missions
	28 000	Train focal points to provide mission readiness training in 3 peacekeeping missions (UNMIT, UNOMIG and UNDOF)
	6 300	Train focal point(s) in mission support system in 1 peacekeeping mission (UNMIS)
Total	**611 800**	

487. The amount of $69,200 is required by the Medical Services Division for the Medical Director and/or a designated Medical Officer to participate in a regional meeting of Chief and Force Medical Officers of peacekeeping missions. The objective of the meetings is to increase the efficiency and effectiveness of operational medical support to peacekeeping and special political missions. The requirement will also allow the Medical Director and/or designated Medical Officer to visit field missions to assess the United Nations and local medical facilities and update health policies for mission assignment; submit recommendations regarding the use of host Government medical facilities; and update United Nations civilian medical facilities. In addition, the Medical Director and/or designated Medical Officer will visit the regional medical centre to evaluate the adequacy of the medical facilities for the regional evacuation centre.

488. The Policy and Strategic Planning Division requires the total amount of $258,200, comprising $61,500 to conduct on-site reviews of mission subsistence allowance rates in six peacekeeping missions, $81,700 to conduct a comprehensive salary survey in five peacekeeping missions and $115,000 for mission monitoring.

489. The amount of $115,000 for mission monitoring is proposed pursuant to the recommendation of OIOS contained in its report on the comprehensive management audit of DPKO (see A/60/717, para. 38), in particular the observation that the monitoring of delegated authority by OHRM was weak and ineffective, owing primarily to the allocation of only five posts for that purpose, even though mission staffing tables comprised more than 17,000 posts. OIOS further noted that owing to resource constraints, OHRM had conducted only a limited number of monitoring missions to the field.

490. The Learning and Development Division requests the provision of $250,100 for consultants to travel to 11 missions to conduct HIV/AIDS training programmes and to assess the capacity/availability of local facilitators for a train-the-trainer programme, with the objective of local delivery of the orientation sessions. In addition, the amount of $28,000 is required for one staff member from the Staff Counsellor's Office to travel to three peacekeeping missions (UNMIT, UNOMIG and UNDOF) to sensitize staff and managers regarding the mission readiness programme and solicit the linkage of the services offered by the Staff Counsellor's Office for staff members who are on mission. The amount of $6,300 is required to address issues of relocation and to facilitate the integration of new staff members into the mission environment. The mission readiness programme builds on similar informal initiatives currently in place in some DPKO missions and aims to enhance the mechanism of peer support among United Nations staff in missions by integrating it into the induction process. This programme recognizes the importance of work-life balance and offers United Nations staff members the option of a social induction into their new mission environment. Based on experience, this will facilitate the adjustment of United Nations staff and reduce stress levels.

	Cost estimates	*Variance*
Information technology	$620.0	($199.5) (24.3%)

491. The estimate of $620,000 is required for additional software for the human resources information technology system in the amount of $427,500, $167,500 for the learning management system, and $25,000 for the data repository software. The variance relates to a reduction in information technology requirements.

	Cost estimates	*Variance*
Medical	$115.0	($191.0) (62.4%)

492. The provision of $115,000 is proposed for medical supplies (vaccines, medications, medical travel kits, laboratory agents) and for the maintenance of laboratory equipment. The variance is attributable to reduced requirements for 2008/09 compared to 2007/08.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$31.0	$31.0	—

493. The proposed amount covers the cost of training supplies for the Learning Development Division to conduct HIV/AIDS training programmes and for training in job applications, job classification, standards and procedures.

4. Office of Central Support Services

(a) Results-based framework

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	**Archives and Records Management Section** 1.1 Archived material for 100 per cent of liquidating missions available at Headquarters to the Organization, Member States and the general public

Outputs

- Maintenance of all archived records for all liquidating missions
- Identification of archival records at UNAMID and MINURSO for immediate or future transfer to Headquarters
- Preservation of multimedia archives from UNMIK
- 100,000 pages of peacekeeping archives posted on the United Nations Internet site for public consultation
- 1,000 reference responses to the Organization and Member States regarding peacekeeping archives

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	**Archives and Records Management Section** 3.1 45 per cent of peacekeeping missions employ standard policies, tools and technical standards for records management; target for 2008/09: 50 per cent **Facilities Management Service** 3.2 Positive feedback in surveys of DPKO, Headquarters and field missions regarding the provision of mail operation services (2007/08: 80 per cent; 2008/09: 85 per cent; target for 2009/10: 87 per cent) **Procurement Division** 3.3 Increase by 200 in the number of vendors from developing countries and countries with economies in transition 3.4 500 applications from vendors for registration completed within 3 months

Information Technology Services Division

3.5 99 per cent availability of information and communications technology infrastructure to all peacekeeping missions

Travel and Transportation Section

3.6 Positive feedback in surveys of users of travel and transportation services: 80 per cent of surveyed users rate services as "good" in 2008/09 compared to 75 per cent in 2006/07: target 2009/10: 85 per cent

Outputs

Archives and Records Management Section

- Implementation of records management programmes in compliance with United Nations recordkeeping requirements at UNAMID and MINURSO
- Delivery of a records, information and archives workshop for peacekeeping missions and personnel at UNLB

Facilities Management Service

- Screening and handling of incoming/outgoing mail, pouch and inter-office mail for DPKO and DFS
- Inspection of incoming valises and increased screening of packages sent to overseas offices

Procurement Division

- Issuance of 300 contracts, including amendments, 2,000 purchase orders and 60 system contracts which are expected to expire in 2009 (including amendments to contracts) for peacekeeping operations
- Full registration of 900 vendors meeting United Nations requirements
- Online Procurement Manual
- Updated vendor database of over 6,000 vendors
- Standard ship chartering contract and statement of work
- Review and development of best practices in anti-corruption measures
- Improved procurement process on short-term air chartering services for cargo and passengers (including chartering of executive jets)
- 8 procurement management reviews in peacekeeping missions (MONUC, UNMIS, MINURCAT, UNIFIL, UNFICYP, MINURSO, UNDOF and UNAMID)
- 20 site visits, bidder conferences and contract negotiations prior to contract award
- 2 pilot local business centres or trade points at peacekeeping missions
- Establishment of automated freight-forwarding operations
- Training of 600 staff in procurement, contracting and external certification: 100 at Headquarters and 500 in the field

- Training of staff operating 2 business centres at selected missions
- Procurement Manual update
- Establishment a long-term contract for vendor screening to strengthen internal control mechanisms

Information Technology Services Division

- Support for Intranet, IMIS, Galaxy and Citrix connectivity to all peacekeeping missions
- Support and maintenance of the DPKO data centre and network computing framework for dedicated data, voice and fax channels
- Installation of a document storage system enabling secure communications and sharing of information over the Internet to replace the existing cryptofax system
- Provision of secure user IDs for remote access to Virtual Private Network and for access to IMIS, Citrix, ODS and the Internet Protocol User Address System

Travel and Transportation Section

- Negotiation or renegotiation of 33 airline agreements to benefit DPKO and DFS travellers by reducing travel costs (11 ongoing, 21 renegotiated and 1 negotiated during the period (most contracts are of a 2-year duration))
- 8,000 travel authorization inspections
- Entitlement calculation of 300 lump-sum home leave travel requests for DPKO staff at Headquarters (decrease owing to the calculation of lump-sum requests in the field effective 1 July 2007)
- Issuance of 8,000 United Nations travel documents and visas
- Arrangement of 4,500 shipments (personal effects shipments, including insurance claims)
- Receipt and delivery of 14,000 materials, goods and parcels to DPKO and DFS offices at Headquarters
- Delivery of office supplies related to 500 requisitions for DPKO and DFS

External factors

The ECM system developed by ICTD/DFS and ITSD/DM will be deployed for implementation of compliant records management programmes (Archives and Records Management Section)

Contracted couriers will process shipments on a timely basis (Facilities Management Service)

Interested vendors will apply for registration (Procurement Division)

Developments in the airline and shipping industries will continue to enable negotiations of favourable contracts (Travel and Transportation Section)

(b) Human resources requirements

Category	*2007/08*	*2008/09*	*Change*	*Rejustified*[a]
Professional and above				
Under-Secretary-General	—	—	—	—
D-2	—	—	—	—
D-1	1	1	—	—
P-5	4	5	1	—
P-4	18	19	1	—
P-3	19	20	1	—
P-2/P-1	5	6	1	—
Subtotal	**47**	**51**	**4**	—
General Service and other				
Principal level	2	2	—	—
Other level	25	27	2	—
Security Service	—	—	—	—
Subtotal	**27**	**29**	—	—
Total	**74**	**80**	**6**	—

[a] In accordance with General Assembly resolution 58/298 (para. 12).

(c) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2006/07)* *(1)*	*Apportionment (2007/08)* *(2)*	*Cost estimates (2008/09)* *(3)*	*Variance* *Amount* *(4)=(3)-(2)*	*Variance* *Percentage* *(5)=(4)÷(2)*
I. Post resources	7 193.0	9 970.8	11 364.2	1 393.4	14.0
II. Non-post resources					
General temporary assistance	1 763.7	1 581.7	1 450.3	(131.4)	(8.3)
Consultants	1 240.2	515.5	600.0	84.5	16.4
Official travel	703.8	510.8	968.4	457.6	89.6
Communications	20.3	—	—	—	—
Information technology	1 358.7	752.6	789.1	36.5	4.8
Other supplies, services and equipment	520.0	1 384.0	1 253.8	(130.2)	(9.4)
Subtotal II	**5 606.7**	**4 744.6**	**5 061.6**	**317.0**	**6.7**
Total I and II	**12 799.7**	**14 715.4**	**16 425.8**	**1 710.4**	**11.6**

(d) Justification of posts

Procurement Division

Communications and Information Technology Procurement Section

Chief of Section (P-5)

494. The procurement of communications and IT equipment and services is currently managed by a team headed by a Procurement Officer at the P-4 level in the Field Procurement Section. In order to support the operational requirements in those areas, which are highly technical and complex, it is proposed to establish a new section for communications and IT procurement, to be headed by a Chief of Section at the P-5 level, in order to ensure the proper level of supervision over a high volume of transactions in the procurement of communications and IT equipment and services, which generate over 1,000 purchase orders every year. With the surge of procurement for new missions, which will require the Chief of the Field Procurement Section to devote more time to other complex procurement for fuel, food rations, logistical support services and engineering requirements, it is essential to establish a new section for communications and IT equipment and services headed by a Chief of Section to strengthen the capacity of the Procurement Division in managing procurement of equally complex and technologically more sophisticated requirements, which often pose higher risks to the Organization.

Field Procurement Section

Procurement Officer (P-4)

495. It is proposed to establish a Professional post at the P-4 level for a Procurement Officer to further strengthen the capacity of the Peacekeeping Procurement Section in managing the procurement of complex logistical support service requirements, which range from engineering and construction services to management of airfield and medical services, to meet the operational needs of peacekeeping missions operating in logistically challenging environments. The procurement for such complex requirements necessitates the thorough cost analysis of unit prices of a very large number of products and services contained in the proposals received from vendors by reviewing the price of each item line by line in order to safeguard the financial interest of the Organization. In addition, the Procurement Officer must lead site visits and attend multiple meetings for contract negotiations to ensure that contracts are formulated and executed with proper terms and conditions that cover all risks and liabilities associated with complex logistical support requirements. Accordingly, the incumbent of the proposed new post of Procurement Officer would enable the acquisition of logistical support services to be managed separately from the procurement of fuel, for which the current Procurement Officer (P-4) continues to be responsible.

Peacekeeping Procurement Section — Field Supply Team

Procurement Officer (P-3)

496. The Field Supply Team comprises three Procurement Officers, one at the P-4 level and two at the P-3 level, who manage the procurement of food rations, fuel and medical and other supplies. In order to support the procurement of a number of large, complex contracts for food rations, which involves a significant amount of

time to complete from the time of the initiation of the procurement exercise to the final execution through negotiation with successful vendors, two Procurement Officers (P-3) are exclusively tasked to procure food rations which leaves the rest of procurement activities to be performed by a Procurement Officer at the P-4 level. It is proposed, in this connection, to establish an additional Procurement Officer post at the P-3 level to support a Procurement Officer at the P-4 level for other requirements, in particular in the procurement of fuel products. Such procurement requires thorough analysis of contractual risks and complex negotiation of contractual terms and conditions in order to execute proper contractual arrangements for the fuel supply chain and to safeguard the financial and operational interests of the Organization in the logistically challenging environments in which peacekeeping missions operate.

Support Services Section

Associate Procurement Officer (P-2)

497. The recent investigation of procurement activities revealed a high risk of exposure to unethical, or even corrupt, activities engaged in by vendors of the Organization. While the Organization has improved its due diligence review capacity using data available through various information resource media, such as Dun and Bradstreet, Lexis-Nexis and other vendor screening services, the verification of each individual vendor profile requires the assignment of a dedicated staff member with research and analytical skills to navigate various information resources in order to compile necessary information.

498. Staff assigned to this task will be required to conduct a comprehensive review of corporate and management structure, including relations with parent/subsidiary companies, financial statements and information, such as ongoing litigation, in particular in the case of vendors to whom the Organization has awarded purchase orders and contracts. Each year the Procurement Division has awarded purchase orders and contracts to approximately 800 to 900 vendors. Given the dynamic and active environment of the corporate world, in which mergers and acquisitions, and grouping and regrouping are taking place regularly, this type of research must be conducted regularly and whenever vendors are considered for major and high value contract awards. In order to strengthen the Procurement Division's capacity in this area, it is proposed to establish a new post of Associate Procurement Officer at the P-2 level in the Support Services Section for vendor management.

Logistics and Transportation Section

Procurement Assistant (2 GS (OL))

499. It is proposed to establish one GS (OL) post to reinforce the capacity of the vehicle team in its day-to-day administration of some 30 existing systems contracts, the provision of procurement support in reviewing procurement cases processed by peacekeeping missions for review by HCC and processing of requests for local procurement authority. It is anticipated that the workload in this area will significantly increase as a result of the expansion of peacekeeping activities.

500. The establishment of an additional GS (OL) post is proposed to reinforce activities related to freight forwarding. The workload associated with freight forwarding services has been increasing steadily, concomitant with an increase in

the number of purchase orders issued to procure goods for which shipping arrangements to the missions from suppliers' designated points of delivery are the responsibility of the Organization. It is anticipated that the workload will continue to increase with the expansion of peacekeeping activities.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$11,364.0	$1,393.4	14.0%

501. The provision of $11,364,000 will cover salaries, common staff costs and staff assessment for the 74 continuing posts and 6 proposed new posts. The variance is attributable to the application of turnover factors (4.9 per cent for Professional staff and 1.9 per cent for GS staff) to the computation of requirements for the additional posts approved in the 2007/08 period, in respect of which delayed recruitment factors of 50 per cent (Professional staff) and 35 per cent (GS staff) were applied in the 2007/08 budget, as well as to increased standard costs and the proposed establishment of additional posts for the 2008/09 period.

	Cost estimates	*Variance*	
General temporary assistance	$1,450.3	($131.4)	(8.3%)

502. A total of $1,450,300 is proposed for GTA in OCSS as shown below.

Procurement Division

Administrative Assistants (vendor management) (3 GS (OL) for 36 months); Procurement Assistants (peacekeeping procurement) (2 GS (OL) for 24 months)

503. An amount of $299,500 is proposed for five GS (OL) positions under GTA for 60 months; three positions for the management of the vendor database and two positions for the Field Procurement Service.

504. The three Administrative Assistants would screen the current information recorded in the vendor database, which currently includes the profiles of more than 12,000 vendors. Among those vendors, approximately 6,200 are currently active and have been approved upon evaluation of applications and documentation required for registration. While those vendors are required to contact the Procurement Division on a regular basis to update their profiles, a number of them have failed to do so. In addition, data fields in the vendor database that allowed the entry of data in different formats has resulted in inconsistency over the years. Furthermore, in anticipation of the implementation of the ERP system, by which vendor information will be transferred to the system from the current vendor database, it is imperative to clean and update the vendor information in the database as soon as possible. The incumbents of the proposed positions would verify and update the contact information of each vendor through telephone calls and Internet searches, among others, and would manually update the record of vendors in the database before the information is migrated to the new ERP vendor database. Lack of resources for this manual and labour-intensive work will result in the transfer of poor quality data to the new system, which will reduce the benefits of the system and have a negative impact on the management of procurement activities.

505. The incumbents of the proposed two Procurement Assistant positions would meet the peak workload requirements associated with the execution and renewal of a number of systems contracts through new procurement exercises, which often entail complex and time-consuming negotiations with successful vendors over terms and conditions. The duties and responsibilities of the Procurement Assistants are to assist the Procurement Officers in the preparation of contracts and purchase orders, and the management and filing of voluminous documentation emanating from the complex procurement exercise and the contract negotiation process. The Procurement Assistants will also be required to provide support to the Procurement Officers in the management, implementation and monitoring of post contract awards.

Information Technology Services Division

Support and Maintenance Officers (5 P-3 for 60 months);Assistant (GS (OL) for 24 months)

506. On 1 January 2005, ITSD assumed responsibility for the operations of the DPKO data centre at Headquarters, including SAN management, support of e-mail, applications, 24-hour-a-day, seven days a week monitoring, backup, facility management and related activities. To maintain these services in 2008/09, the Division would require continuation of the current funding under GTA for five posts at the P-3 level for tier 2 and 3 support, amounting to $839,000.

507. The ITSD help desk has been tracking requests for assistance related to the data centre since the Division took over responsibility for its management in 2005. The Division requests the continuation of two full-time GS (OL) staff to manage the continuing number of requests from DPKO. The cost of this support is $184,600.

Archives and Records Management Section

Associate Information Management Officer (P-2 for 12 months)

508. One GTA position is currently funded under the support account. An amount of $67,300 is proposed for GTA at the P-2 level to administer the processes of identifying and archiving sensitive records from peacekeeping operations in connection with the additional workload generated by the increase in peacekeeping and related support operations. Under the guidance and direction of the Information Management Officer (P-4), the incumbent of the position would process the receipt and disposition of legacy and incoming peacekeeping records. In 2008/09, the incumbent would begin to catalogue and archive in excess of 5,000 cartons of UNMIK archives that are being transferred to the custody of the Archives and Records Management Section, many of which contain documents that are highly sensitive. The incumbent will also facilitate implementation by the DPKO secretariat of the information disclosure policy by identifying and digitizing records, as part of the cataloguing process, that can be made available for immediate public release. Finally, the incumbent would be responsible for the disposal of eligible administrative records during the period.

Facilities Management Service

Mail Assistant (GS (OL) for 12 months)

509. An amount of $59,900 is proposed for GTA (GS (OL)) in the Mail Operations Unit. From statistics collected from July 2006 to June 2007, DPKO represented 16.7 per cent of the workload of the mail sub-unit and 13.1 per cent of the pouch sub-unit. Those offices currently have 23 and 17 GS positions, respectively, including all regular budget and extrabudgetary posts. Based on those statistics, the DPKO share of the overall staffing table should be over three staff in the mail sub-unit and over two posts in the pouch sub-unit. DPKO also represents approximately 3.8 per cent of the workload of the messenger sub-unit, which comprises 30 staff members.

510. The variance of $131,400 is attributable to the discontinuation of two GTA positions provided in the 2007/08 period for the support of EBA and of one position provided for the support of the development of the laissez-passer system.

	Cost estimates	*Variance*	
Consultants	$600.0	$84.5	16.4%

511. The requirements for consultants in the total amount of $600,000 are set out in the table below:

Expertise	*Person-month*	*Amount (United States dollars)*	*Output reference*
Technical consultant to develop an online Procurement Manual (Procurement Division)	11	110 000	Online Procurement Manual update (Procurement Division)
Maritime lawyer/consultant to provide legal advice of best practice on the shipping industry (Procurement Division)	10	100 000	Standard ship chartering contract and statement of work
Review and development of best practices in anti-corruption measures (Procurement Division)	11	110 000	Best practices in anti-corruption measures
Updating of the secure communications system (ITSD)	6	200 000	Modifications to the existing system
Preserving and cataloguing peacekeeping archives (Archives and Records Management Section)	14	60 000	100,000 pages of peacekeeping records posted on the United Nations Internet site for public consultations; implementation of records management programmes in compliance with United Nations recordkeeping requirements
Training consultant (Archives and Records Management Section)	—	20 000	Conduct of a records, information and archives workshop for peacekeeping personnel at UNLB
Total		**600 000**	

	Cost estimates	Variance	
Official travel	$968.4	$457.6	89.6%

512. Details of the travel requirements in the total amount of $968,400 are shown in the table below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Business seminars (Procurement Division)	320 000	Registered vendors from developing countries and countries with economies in transition
Advance procurement training (Procurement Division)	275 000	Training of 600 staff in procurement, contracting and external certification: 100 at Headquarters and 500 in the field
Procurement planning, processing — bidding (Procurement Division)	128 000	20 site visits, bidder conferences and contract negotiations prior to contract award
Mission planning/assessment (Procurement Division)	117 000	8 procurement management reviews in peacekeeping missions
Conferences (Procurement Division)	38 000	Issuance of purchase orders and contracts
Set up of pilot business centres (Procurement Division)	29 000	2 pilot local business centres or trade points at peacekeeping mission
Technical support training (Archives and Records Management Section)	47 400	Delivery of a records, information and archives workshop for peacekeeping personnel at UNLB
Training for DFS Data Centre, help desk and remote file system (ITSD)	14 000	Support and maintenance of DFS Data Centre and network computing framework for dedicated voice and fax channels
		Support and maintenance of Galaxy servers
Total	**968 400**	

513. In compliance with General Assembly resolutions, including resolution 61/246 on procurement reform which requested an increase in procurement opportunities for vendors from developing countries and countries with economies in transition, it is essential to identify qualified vendors from those countries to support the requirements for the peacekeeping missions in theatre. The amount of $320,000 is required to facilitate travel of staff to conduct 25 business seminars in the fiscal year 2008/09, including the regions in which the peacekeeping missions operate, to review the capacity of vendors in the areas and to disseminate information on procurement opportunities in order to identify qualified vendors in the region. The funding would allow the Procurement Division to conduct preliminary missions to

potential locations for consultation with host organizations and to invite procurement staff from peacekeeping missions once the seminars have been organized. A further $38,000 is proposed for logistics and transportation procurement officers to travel to six transportation conferences and exhibitions organized by the industries' leading organizations and associations to gain up-to-date knowledge of and observe industry trends and to ensure that specifications, terms and conditions prepared by the Logistics and Transportation Section are in line with industry practices.

514. An amount of $275,000 is proposed for training-related travel by Procurement Division staff to train 600 peacekeeping staff in procurement, contracting and external certification: 100 at Headquarters and 500 in the field. In addition to the training course on fundamentals in procurement, the Procurement Division will develop and deliver advanced training modules in specialized fields, such as risk management and contracting for IT and construction, among others, in collaboration with well recognized external training institutions specialized in the respective fields. The Procurement Division also plans to develop online or DVD-based training materials to minimize standard class training and future travel requirements for the delivery of training to the peacekeeping missions. Such materials would allow procurement staff in the peacekeeping missions to study at their own pace without sacrificing the time required to perform urgent tasks and other regular duties. Training in those formats will also provide staff in the peacekeeping missions with opportunities to repeatedly review the study materials, which would reinforce their understanding of the subject matters covered in the training programmes.

515. The amount of $128,000 is proposed for travel by Procurement Division staff members. The Division expects to continue to engage in complex contract negotiations with vendors in the provision of food rations, fuel and engineering goods and services which are complex in nature and would require site inspections, bidder conferences and negotiations with vendors to ensure that they have the capacity to fulfil the contracts. With the deployment of UNAMID and MINURCAT, the Procurement Division is expected to negotiate over $2 billion worth of contracts for fuel and food rations and the extension of existing systems contracts in the 2008/09 period. As a result, it is anticipated that at least 20 site inspections, bidder conferences and contract negotiations will be conducted away from Headquarters.

516. The amount of $117,000 is proposed for travel to perform eight procurement management reviews in the following peacekeeping missions: MONUC, UNMIS, MINURCAT, UNIFIL, UNFICYP, MINURSO, UNDOF and UNAMID.

517. Resources in the amount of $29,000 are proposed for the Procurement Division to set up two pilot local business centres or trade points at selected peacekeeping missions to support vendors from developing countries or countries with economies in transition. This initiative is in response to the request by the General Assembly that the Secretary-General direct field offices to encourage interested local vendors to apply for registration on the Procurement Division vendor roster with a view to broadening its geographical base. The concept of the business centre is an enhancement of local capacity of vendor management at the mission level. Current staff capacity at the local level is sufficient to set up the two pilot centres. If the project is successful, logistics and support will be transferred to local missions, and additional business centres or trade points will be established.

518. An amount of $26,400 is proposed for the travel of two Professional staff of the Archives and Records Management Section to provide technical support to missions and $21,000 for the delivery of a records, information and archives workshop for peacekeeping personnel at UNLB.

519. The amount of $14,000 is proposed for travel in relation to the training of staff in ITSD. The resources would provide for the general training of staff to keep abreast of innovations and developments related to wireless networks, access technologies, paging systems and satellite communications. As the maintenance of the United Nations secure communications network involves expertise in different areas, such as encryption software and hardware equipment, secure document storage and password authentication, among others, training would be necessary to ensure that staff members' skills are up to date and fully commensurate with their responsibilities. Technical training would also be provided for staff responsible for the maintenance of the Data Centre of DPKO.

520. The variance of $457,600 is attributable primarily to the structure of the proposed travel resource requirements in the prior period. Travel related to procurement functions was proposed under DFS, reflecting the proposal to transfer peacekeeping procurement functions to that Department in 2007/08. As this proposal was not supported, full travel resource requirements are proposed for the Procurement Division in 2008/09. Furthermore, the Procurement Division's planned visits for the review of vendors from developing countries and countries with economies in transition and site inspections, bidder conferences and negotiations has increased from 18 visits in the prior period to 25 planned for 2008/09.

	Cost estimates	*Variance*	
Information technology	$789.1	$36.5	4.9%

521. In accordance with established practice, the support account would provide for 20 per cent of the costs of the ICC contract for tier 1 level support of the Data Centre and United Nations Headquarters networks, amounting to $665,000. This contract is administered by ITSD.

522. An amount of $100,000 would provide resources for the Procurement Division to acquire software in connection with the automation of the freight forwarding process in order to achieve improved efficiency and effectiveness. As the current procurement and financial process is manual, it cannot provide satisfactory support for the operational needs of freight forwarding activities.

523. The variance of $36,500 is attributable to the projected increased requirements.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$1,253.8	($130.2)	(9.4%)

524. An estimated amount of $675,000 for fees, supplies and equipment is required for the training of approximately 600 procurement staff at Headquarters and the peacekeeping missions by external training institutions.

525. The amount of $250,000 is required for corporate background screening services and enhanced due diligence reports on prospective vendors entering into

long-term and high-volume contractual relationships with the United Nations, especially in peacekeeping missions. In 2008, approximately 200 vendors will be awarded contracts in excess of $200,000. The cost per vendor report is estimated at $1,250. Corporate background screening services and enhanced due diligence are required annually on an ongoing basis, as the status of existing contractors may change with merger and acquisition or restructuring of business programmes and in view of the need to diversify supplier sources and invite new vendors to compete for United Nations business.

526. Vendor registration for the Procurement Division has been arranged through the United Nations Global Marketplace, which is a Web-based vendor registration and database programme utilized by 15 organizations within the United Nations system. The cost of system maintenance is shared among participating organizations on the basis of value of procurement. With the deployment of the United Nations Global Marketplace to peacekeeping missions, the amount of $120,000 is required for the peacekeeping share of the system maintenance costs.

527. The amount of $100,000 is required annually to facilitate the payment of freight charges related to the shipment of goods procured for peacekeeping missions in order to eliminate the need to create numerous low-value financial obligation documents for freight charges in small batches. This arrangement has facilitated the prompt payment of freight charges, in particular for small shipments.

528. The amount of $35,000 is requested for Dun and Bradstreet vendor credit reports. There are currently over 6,000 fully registered vendors in the database, and the Procurement Division regularly processes and reviews over 1,000 vendor applications per year. The estimated cost per credit report is about $300. With ongoing business seminars being conducted in developing countries, it is expected that there will be a surge of vendor applications in the next budget period.

529. As the current Procurement Manual version 4.0 is under revision, substantial changes are expected in version 5 which will be due in late 2008 or early 2009. An estimated amount of $24,000 will be required to acquire translation services of the revised Procurement Manual into French and Spanish, which will be published together with the English version.

530. The amount of $15,000 is proposed for the Procurement Division in order to cover the costs of advertising in international air transport and freight forwarding publications for new sources of suppliers for air charter services and freight forwarding services. This is in order to expand the vendor roster of those services in the Logistics and Transportation Section as recommended by HCC.

531. The amount of $36,000 is proposed for fees and materials for training of the staff of the Data Centre and the help desk.

532. The variance of $130,200 is primarily attributable to the discontinuation of a requirement for the printing of United Nations laissez-passer budgeted for in the 2007/08 period.

5. Overall resource requirements of the Department of Management

(a) Human resources requirements

Category	*2007/08*	*2008/09*	*Change*	*Rejustified*[a]
Professional and above				
Under-Secretary-General	—	—	—	—
D-2	1	1	—	—
D-1	3	3	—	—
P-5	11	13	2	—
P-4	51	57	6	—
P-3	39	47	8	—
P-2/P-1	6	7	1	—
Subtotal	**111**	**128**	**17**	—
General Service and other				
Principal level	6	6	—	—
Other level	72	87	15	—
Security Service	—	—	—	—
Subtotal	**78**	**93**	**15**	—
Total	**189**	**221**	**32**	—

[a] In accordance with General Assembly resolution 58/298 (para. 12).

(b) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2006/07) (1)*	*Apportionment (2007/08) (2)*	*Cost estimates (2008/09) (3)*	*Variance*	
				Amount (4)=(3)–(2)	*Percentage (5)=(4)÷(2)*
I. Post resources	26 309.7	26 333.9	30 994.2	4 660.3	17.7
II. Non-post resources					
General temporary assistance	4 003.4	5 397.2	4 631.9	(765.3)	(14.2)
Consultants	2 253.1	3 047.8	4 155.1	1 107.3	36.3
Official travel	1 193.1	1 290.5	2 274.4	983.9	76.2
Facilities and infrastructure	12 903.2	18 423.9	26 436.8	8 012.9	43.5
Communications	273.9	355.6	404.6	49.0	13.8
Information technology	2 484.1	2 567.3	2 908.1	340.8	13.3
Medical	511.2	306.0	115.0	(191.0)	(62.4)
Other supplies, services and equipment	751.4	1 578.9	11 348.7	9 769.8	618.8
Subtotal II	**24 373.4**	**32 967.2**	**52 274.6**	**19 307.4**	**58.6**
Total I and II	**50 683.1**	**59 301.1**	**83 268.8**	**23 967.7**	**40.4**

(c) Executive Office: centrally administered costs

	Cost estimates	Variance	
Facilities and infrastructure	$26 436.8	$8 012.9	43.5%

533. The amount of $26,436,800 would provide for the rental of premises and alterations and improvements of facilities for 1,122 continuing posts and all new proposed posts in the support account ($25,918,300), office supplies and the rental of office equipment ($158,500) for all posts in DM, and furniture ($360,000) for the new posts in the Department. The rental of premises does not include provisions for resident auditor posts, for which the respective peacekeeping missions would continue to provide office accommodation.

534. The variance reflects the increase in the standard costs for the rental of office space for all staff.

	Cost estimates	Variance	
Communications	$404.6	$49.0	13.8%

535. The amount of $404,600 is required for commercial communications ($358,400) and the acquisition of communications equipment for the proposed new posts in DM ($46,200). The variance is attributable to an increase in the usage of commercial communications in the current financial period, which is used to forecast the estimated usage in the 2008/09 financial period.

	Cost estimates	Variance	
Information technology	$2 908.1	$340.8	13.3%

536. The estimate of $2,908,100 provides for:

(a) Special IT equipment under the various offices in the amount of $1,633,500, including special software and licences for the Treasury, data repository and human resources IT systems, and a learning management system for OHRM, and tier 1 support for DPKO and DFS provided by ITSD of DM;

(b) The estimate also covers centrally managed IT maintenance, equipment and services in the amount of $1,274,600. Under the standard maintenance of IT equipment, a provision of $399,300 is based on standard rates for the service level agreements with ITSD. As for the acquisition of standard information technology equipment, a provision of $247,100 is proposed for the acquisition of new desktop computers and printers for new posts and the replacement of outdated equipment inventory. An amount of $628,200 is proposed for servicing and maintaining IT equipment.

537. The variance is attributable to increased requirements for software and licences for the tier 1 support and information technology systems.

	Cost estimates	Variance	
Other supplies, services and equipment	$11 348.7	$9 769.8	618.8%

538. The estimate of $11,348,700 provides for supplies, services and equipment ($1,349,800) and the peacekeeping share of the administration of justice system ($3,843,900). In addition, $6 million is estimated for the centrally administered costs of after-service health insurance in respect of current peacekeeping retirees ($6.0 million). Resources are for current retirees and have historically been funded through the regular budget. The amount required under the regular budget to meet annual payout requirements of a growing number of participants is expected to escalate rapidly, putting an undue burden on the regular budget given that a progressively larger portion of participants will be retiring from peacekeeping posts. Moreover, former peacekeeping staff comprise approximately 15 per cent of the total retiree group who are eligible for those benefits. It is estimated accordingly that the peacekeeping support account share of after-service health insurance for the 2008/09 financial period will be $6.0 million.

D. Office of Internal Oversight Services

(a) Results-based framework

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the General Assembly and other intergovernmental bodies to enable fully informed decisions on issues relating to peacekeeping	1.1 Positive feedback from the General Assembly, including the Fifth Committee and Special Committee on Peacekeeping Operations, on OIOS reports

Outputs

- Audit reports specifically requested by the Assembly
- Annual report to the Assembly on peacekeeping audit results and implementation of critical audit recommendations

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations	3.1 Acceptance of 60 per cent of evaluation and inspection recommendations (2007/08: 25 per cent acceptance) (2008/09: 60 per cent acceptance)
	3.2 Improvement in handling cases of theft, embezzlement, smuggling, bribery and other forms of misconduct as well as waste of resources, abuse of authority and mismanagement; increased number of reviews (2007/08: 410 reviews; 2008/09: 440 reviews)
	3.3 Increased number of advisories and referrals on prevention of fraud and other acts of misconduct as well as waste of resources and abuse of authority and mismanagement (2007/08: 16 advisories and 130 referrals; 2008/09: 18 advisories and 135 referrals)

3.4 Increase in training presentations to programme managers in basic investigation techniques to address minor forms of misconduct (2007/08: none; 2008/09: 2 training sessions)

3.5 Increase in the number of recommendations to strengthen internal controls and to mitigate risks (baseline 2006/07: 309 recommendations; target 2008/09: 325 recommendations)

3.6 Acceptance of 95 per cent of recommendations issued by the Internal Audit Division (2006/07: 98 per cent; 2008/09: 95 per cent)

Outputs

- 2 in-depth evaluation reports on the review of peacekeeping operations
- 2 reports on thematic evaluation of peacekeeping operations
- 2 ad hoc inspection reports on the review of peacekeeping operations
- 420 reviews and analysis of misconduct allegations (category I) for decisions as to jurisdiction and investigative action
- 120 investigation reports
- 130 referrals to relevant programme managers for comment and action prior to OIOS investigation or closure of case
- 20 advisories to DFS and mission management related to proposed category I or conducted category II investigations
- 10 audit reports by United Nations Headquarters auditors
- 110 audit reports by resident auditors located in peacekeeping missions

External factors

External parties will cooperate in evaluations and inspection reviews

External parties will cooperate with the conduct of investigation assignments

External parties will cooperate in the conduct of audit assignments

(b) Human resources requirements

Category	Authorized staffing in 2007/08								
	Posts (1)	General temporary assistance[a] (2)	Total staffing (3)=(1)+(2)	Transfer from peacekeeping operations[b] (4)	Restructuring (5)	New posts (6)	Total proposed (7)=(3)+(4)+(5)+(6)	Change (8)=(7)-(3)+(4)	Rejustified[c] (9)
Professional and above									
D-1	1	1	**2**	—	—	—	**2**	—	—
P-5	9	1	**10**	1	—	1	**12**	1	—
P-4	29	11	**40**	6	7	1	**54**	7	—
P-3	22	33	**55**	5	(4)	1	**57**	(3)	—
P-2/P-1	—	—	—	—	—	—	—	—	—
Subtotal	**61**	**46**	**107**	**12**	**3**	**3**	**125**	**5**	—
General Service and other									
Principal level	—	1	**1**	—	1	—	**2**	1	—
Other level	23	8	**31**	—	(10)	1	**22**	(9)	—
National staff	10	8	**18**	—	(5)	—	**13**	(5)	—
Field Service	—	—	—	3	9	—	**12**	9	—
Subtotal	**33**	**17**	**50**	**3**	**(5)**	**1**	**49**	**(3)**	—
Total	**94**	**63**	**157**	**15**	**(2)**	**4**	**174**	**2**	—

[a] The general temporary assistance positions authorized in 2007/08 are for the Investigation Division; New York (1 P-3, 1 GS (OL), Nairobi (3 P-4, 5 P-3, 2 GS (OL)), Vienna (1 D-1, 1 P-5, 2 P-4, 7 P-3, 3 GS (OL), 1 GS (PL)) in addition to field mission resources (consisting of 1 P-4, 3 P-3, 1 GS (OL), 2 NGS) in MINUSTAH, (2 P-4, 6 P-3, 1 GS (OL), 4 NGS) for MONUC, (1 P-4, 4 P-3, 2 NGS) for UNMIL, (1 P-4, 3 P-3) for UNOCI and (1 P-4, 4 P-3) for UNMIS). It is proposed to convert and reclassify those posts to complement the new structure of the Investigation Division.

[b] Fifteen posts transferred from the Resident Audit Unit, UNAMID (1 P-5, 5 P-4, 4 P-3, 2 FS) and MINURCAT (1 P-4, 1 P-3, 1 FS).

[c] In accordance with General Assembly resolution 58/298 (para. 12).

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2006/07) (1)	Apportionment (2007/08) (2)	Cost estimates (2008/09) (3)	Variance	
				Amount (4)=(3)−(2)	Percentage (5)=(4)÷(2)
I. Post resources	—	12 015.0	20 135.9	8 120.9	67.6
II. Non-post resources					
General temporary assistance	15 314.7	7 319.3	195.4	(7 123.9)	(97.3)
Consultants	247.2	511.9	505.0	(6.9)	(1.3)
Official travel	1 272.8	2 125.2	3 192.5	1 067.3	50.2
Facilities and infrastructure	17.8	487.7	482.7	(5.0)	(1.0)
Communications	38.4	92.8	249.9	157.1	169.3
Information technology	145.6	241.0	818.3	577.3	239.5

Category	*Expenditures (2006/07) (1)*	*Apportionment (2007/08) (2)*	*Cost estimates (2008/09) (3)*	*Variance*	
				Amount (4)=(3)–(2)	*Percentage (5)=(4)÷(2)*
Medical	—	1.1	1.1	—	—
Other supplies, services and equipment	101.7	143.0	2 365.7	2 222.7	1 554.3
Subtotal II	**17 138.2**	**10 922.0**	**7 810.6**	**(3 111.4)**	**(28.5)**
Total I and II	**17 138.2**	**22 937.0**	**27 946.5**	**5 009.5**	**21.8**

(d) Summary of requirements

539. By its resolution 61/279, the General Assembly approved 94 posts, which comprised 8 new posts and 88 conversions to posts, as they were provisionally approved as GTA in the 2006/07 financial period (see A/60/807, para. 115 and A/60/900, para. 4) pending a full analysis of relevant forthcoming reports.

540. In addition, by the same resolution, the General Assembly approved 63 GTA positions approved in the 2007/08 financial period to function in the Investigation Division with the intention of awaiting the pending results of the complete examination and rationalization of the investigation caseload and the overall review of the capacity of the Investigation Division within OIOS. In total, 157 is the authorized staffing for the Office for the 2007/08 financial period.

541. OIOS is proposing the conversion and reclassification of 61 GTA positions (of the 63 authorized) to posts currently functioning within the Investigation Division by creating three regional hubs to be located in New York, Vienna and Nairobi to provide investigative services to all peacekeeping missions. The decision to convert those positions should be reviewed in the context of the OIOS initiative for strengthening investigations, as outlined in the annex to the Secretary-General's report (A/62/582).

542. Further requirements for 2008/09 for the Internal Audit Division are the transfer of 15 posts, 12 from UNAMID and 3 from MINURCAT, to perform audit activities in peacekeeping missions.

543. In summary, the OIOS workplan for 2008/09 requires only two posts net. While four posts are requested for the Inspection and Evaluation Division, there is a proposed reduction of two posts for the Investigation Division from 63 GTA positions, 61 of which are proposed to be converted to posts.

(e) Justification of posts

Investigation Division

544. OIOS proposed that the 2008/09 peacekeeping support account budget be reviewed in the context of its initiatives for strengthening investigations, in particular the restructure of the Division as described in the annex to the report of the Secretary-General on strengthening investigations (see A/62/582 and Corr.1). In presenting this budget, OIOS has taken into account the recommendations of ACABQ in its report A/62/7/Add.35 (paras. 16 and 23), which call for fuller justification for the restructure of the Investigation Division.

545. The restructuring addresses problems with the current resident investigator approach, which relies on small teams dispersed among five peacekeeping missions (MONUC, UNMIL, UNOCI, MINUSTAH and UNMIS). This approach has presented several operational problems affecting both quality and timeliness. There have been chronic difficulties in attracting and retaining well qualified personnel to serve as resident investigators in the missions given the working conditions and their isolation and owing to the inherent nature of their work. Investigators' access to training has proven cost prohibitive in a widely distributed structure. The small presence in each mission presents real obstacles to effective management and administration, as dramatically illustrated by official leave provisions in the missions that result in extended absences of one or more investigators, making the minimum of two investigators required for certain investigation tasks impractical. Case assignment, which is currently confined to each mission, also has a significant impact on overall productivity of the Division by requiring that investigators be assigned solely on the basis of geography and not workload or expertise. The small, mission-based team structure has therefore proven to be vulnerable and inflexible and constitutes an inefficient fragmentation of resources. OIOS experience has shown that in addition to the efficiency and effectiveness problems, the resident investigator structure, being dispersed over wide areas, has made it difficult to follow up on case progress and ensure the timeliness and quality of investigation reports. Such weaknesses require extensive final compensatory quality review in Headquarters, which may add weeks or even months to the process.

546. The designation of three regional hubs will ensure a minimum critical mass of capacity of investigators in a given location and increase the economies of scale for management and administration. In addition, the transfer of positions to lower security phase duty stations will result in an increase in the total number of work hours and will enhance quality management by allowing more consistent control over quality and standards across the Division. Global and efficient case management, with the ability to assign cases according to the skill and experience of investigators and not confined to capacity in a specific mission, also becomes possible.

547. In the short span of the last few fiscal years, the General Assembly and ACABQ called for the review of investigation functions. In paragraph 15 of its resolution 57/318 the General Assembly decided to review the posts and functions of investigators in the regional hubs, Vienna and Nairobi, taking into account the relevant workload and coverage of their activities. Subsequently, in its report on the financial performance for 2003/04 and proposed budget for the support account for 2005/06 (A/59/784), ACABQ requested that an analysis of the role, functions and requirements of the investigator programme, including the regional hubs and the resident investigator capacity, be provided in the context of the next budget for the support account. By its resolution 61/279, the Assembly requested the Secretary-General to review the level of resources of OIOS for providing backstopping to peacekeeping operations, as well as its functions and interaction with peacekeeping operations and troop-contributing countries, and to report thereon in the context of the budget for the support account at its sixty-second session. OIOS thereby commissioned a review of its Investigation Division, which was conducted by an external expert from 15 March to 15 June 2007. The report on the review was submitted to the Under-Secretary-General for Internal Oversight Services and formed the basis for his proposal to strengthen the OIOS investigations function.

548. OIOS plans to organize the Investigation Division into three main centres, in New York, Vienna and Nairobi, with New York serving as the central headquarters. The implementation of the restructuring of the Division involves the conversion of authorized GTA resources and positions in the peacekeeping missions and the re-establishment of those posts in the three regional centres. This involves the transfer of 12 existing posts (2 P-4, 4 P-3, 1 GS (OL) and 5 NGS from UNMIT, UNIFIL, UNOCI and UNMIS); the conversion of 36 GTA positions in the field (6 P-4, 20 P-3, 2 GS (OL) and 8 NGS for UNOCI, UNMIS, MINUSTAH, MONUC and UNMIL); and the conversion of 27 GTA positions (3 P-4, 5 P-3, 2 GS (OL) in Nairobi, 1 D-1, 1 P-5, 2 P-4, 7 P-3 and 4 GS (OL) in Vienna and 1 P-3 and 1 GS (OL) in New York), the incumbents of which are currently functioning in the proposed three main centres. Hence, the total human resources available to be transferred and converted to posts are 75. However, based on the Investigation Division's workplan, the total staffing requirements are only 73 posts, as follows: 29 posts in New York (9 P-4, 14 P-3 and 6 GS (OL)); 26 posts in Nairobi (1 D-1, 6 P-4, 11 P-3 and 8 NGS); and 18 in Vienna (1 P-5, 4 P-4, 8 P-3, 1 GS (PL) and 4 GS (OL)).

549. The restructuring of the staffing requirements of the Investigation Division is shown below.

(f) Human resource requirements

Category	*2007/08 Authorized posts*	*2007/08 Authorized GTA*	*Restructuring*	*2008/09 Proposed posts*	*Change*	*Rejustified*
Professional and above						
Under-Secretary-General	—	—	—	—	—	—
D-2	—	—	—	—	—	—
D-1	—	1	—	1	—	—
P-5	—	1	—	1	—	—
P-4	2	11	6	19	6	—
P-3	4	33	(4)	33	(4)	—
P-2/P-1	—	—	—	—	—	—
Subtotal	6	46	2	54	2	—
General Service						
Principal level	—	1	—	1	—	—
Other level	1	8	1	10	1	—
National	5	8	(5)	8	(5)	—
Subtotal	6	17	(4)	19	(4)	—
Total	12	63	(2)	73	(2)	—

550. The anticipated requirements at each regional hub are as follows: 29 posts in New York (9 P-4, 14 P-3 and 6 GS (OL)); 26 posts in Nairobi (1 D-1, 6 P-4, 11 P-3 and 8 NGS); and 18 in Vienna (1 P-5, 4 P-4, 8 P-3, 1 GS (PL) and 4 GS (OL)).

551. The new structure will reflect a refined focus on the substantive areas of sexual exploitation and abuse concentrated in the Nairobi regional hub and the financial, economic and administrative investigations managed out of Headquarters in New York. The proposed structure will also cover investigation cases from the two new missions, UNAMID and MINURCAT. In the resident investigator model, OIOS would have required approximately 18 new posts in order to provide investigative services for the new missions. Under the regional hub model as proposed in the present document, OIOS will provide those services for UNAMID and MINURCAT within existing resources.

Inspection and Evaluation Division

Programme Team (1 P-5, 1 P-4, 1 P-3, 1 GS (OL))

552. In the United Nations Secretariat, the central evaluation function rests with OIOS in order to ensure independence and objectivity. Evaluation complements the other three oversight functions of audit, inspection and investigation by focusing on the broader issues of the relevance, effectiveness and impact of Secretariat programmes. Given the current level of resources devoted to evaluations, OIOS has been able to conduct four evaluations altogether each year — all pertaining to the regular budget. The Office is in the process of strengthening the function to the effect that it will be able to produce at least eight evaluation reports on United Nations programmes per year funded through the regular budget.

553. Inspections provide the General Assembly and senior managers with objective information about their performance, analyses of their operations, management and oversight systems, and recommendations for improving programme implementation, resource management and management controls. Inspection is an independent appraisal intended to identify problems and recommend actionable solutions to stimulate positive change in managerial practices and encourage self-evaluation.

554. A stronger OIOS inspection function, as proposed by the Office, will be assigned the task of conducting detailed inspections of entities and cross-cutting areas based on predetermined criteria which would include an assessment of risks and concerns expressed by the General Assembly or senior management. The inspection approach and methodology will be reassessed by OIOS and realigned with the work of the other functions of the Office. OIOS also foresees the use of staff in investigations and internal audit as required to supplement the skills of the inspection teams. Given the current level of resources devoted to inspections, OIOS has been able to conduct only two to three inspections annually. The Office proposes to strengthen the function so that it will be able to produce at least eight inspections per year of entities funded through the regular budget.

555. While OIOS has been a lead advocate for strengthening evaluation capacities throughout the Secretariat, and the evaluation work carried out by the Division complements the other oversight disciplines of audit and investigation, there has been no increase in the capacity of OIOS to conduct peacekeeping evaluations. The General Assembly has repeatedly maintained that restructuring and strengthening the evaluation capacity is part of the overall effort to strengthen accountability and oversight in the United Nations. In this context, in its resolution 58/269, the Assembly emphasized the need to strengthen the monitoring and evaluation system and urged the Secretary-General to improve the format and timing of programme performance and evaluation reports. In its resolution 60/257, the Assembly

requested the Secretary-General to entrust OIOS with reporting to the Assembly at its sixty-first session on ongoing efforts and measures taken to strengthen its in-depth and thematic evaluation function, as well as to respond to ad hoc evaluation requests by programme managers to ensure that intergovernmental bodies are provided with high-quality professional and objective reports on the performance of programmes and activities. On the basis of the foregoing, and following the progressive reform of OIOS, it is planned to increase significantly the scope and coverage of the Division's evaluation of peacekeeping operations during 2008/09.

556. OIOS currently has only one support account post, that of Programme Officer at the P-4 level, to conduct evaluations and inspections of peacekeeping operations. With this limited capacity, the Inspection and Evaluation Division is heavily constrained in its coverage of peacekeeping and is able to deliver annually two to three evaluation and inspection reports of peacekeeping, which are of narrow scope. Given the multidimensional nature of peacekeeping and its complexity and exposure to risk, the infrequency of evaluations and inspections is absolutely inadequate. In order to support the strengthening of this oversight function, the Division estimates a minimum requirement of three additional support account-funded Professional posts (1 P-5, 1 P-4, 1 P-3) and one GS post (G-5). With the additional resources, the Inspection and Evaluation Division will initially be able to deliver a minimum of six to eight peacekeeping evaluation and inspection reports annually, with increased potential through efficiency gains and gradual build-up of capacities resulting in more reports (8 to 10) and increased frequency and coverage over time.

557. With those posts, the Division will be able to develop an appropriate methodological framework for peacekeeping evaluation and inspection, systematically assessing the relevance, efficiency, effectiveness and impact of peacekeeping operations. The resources will also allow the Inspection and Evaluation Division to develop, in collaboration and consultation with the DPKO Evaluation Unit, a body of internal methodological guidance materials to support the conduct of peacekeeping evaluation and inspection. In addition, the Division is working to establish a risk-based planning framework to determine evaluation and inspection projects and priorities. The development of guidance materials, the increased volume of evaluation and inspection activity, and the scope of liaison with the DPKO Evaluation Unit and other peacekeeping partners, missions and legislative bodies will place heavy demands on the Division and will require the strengthening of its planning and management capacity for peacekeeping-related evaluation and inspection.

558. The proposed workplan of the Inspection and Evaluation Division is based on the assumption that each of the incumbents of the senior officer posts (P-5 and P-4), once fully operational, can be a team leader for the planning, conduct and completion of two assignments per year. This assumes shared support from the junior Professional (P-3) and one GS staff member. In addition, the incumbent of the P-5 post would be responsible for coordinating, supporting and taking part in risk assessments, evaluation and inspection of peacekeeping activities. He or she will provide sound leadership and management and be responsible for planning, implementing, monitoring and reporting on evaluation and inspection activities related to peacekeeping. He or she will coordinate the work programme, establish priorities and assign staff on the basis of operational tasking. The incumbent will work closely with senior management in DPKO, SRSGs and Force Commanders in the field, representatives of the Fourth and Fifth Committees and the Special

Committee on Peacekeeping Operations and, as necessary, will establish selected teams for evaluation and inspection and for the corresponding preparation of reports for submission to the General Assembly.

559. At present there is no GS (OL) post in support of peacekeeping-related evaluation and inspection. Gearing up for the higher volume and scope of evaluation and inspection calls for dedicated support involving maintenance and updating of internal databases, coordination of travel arrangements, maintenance of records of inspections and recommendations, and monitoring the status of their implementation. In addition, assistance is also needed in the areas of research, preparation of background material, compilation of analysis and summarization of data for evaluation. One dedicated post at the G-5 level is needed to provide operational support to the evaluation and inspection capacity related to peacekeeping.

560. The proposed posts are essential for the implementation of activities listed above, as the current structure and level of resources do not permit the Division to evaluate peacekeeping operations to the extent desirable. If the posts are not provided, the Inspection and Evaluation Division would have to cancel or postpone those exercises and carry out others in an abridged form, with scaled down scope and timelines, resulting in a less positive impact than desirable on peacekeeping operations. If the non-post resources are not made available, the envisaged oversight activities with regard to peacekeeping would have to be severely scaled down.

Internal Audit Division

Transfer of posts: MINURCAT and UNAMID resident audit teams

561. The staffing requirements for the Internal Audit Division were included in the 2007/08 MINURCAT budget on an interim basis until the posts could be reflected in the proposed support account budget for the 2008/09 period. That arrangement was decided on owing to the fact that the finalization of the proposed budget for the support account and the establishment of MINURCAT did not coincide. Likewise, the establishment of UNAMID occurred after the 2007/08 budget for the support account was approved; thus the requirements for the Internal Audit Division were provided on a short-term basis in the budget for UNAMID.

562. In 2007/08, three posts were created in the newly established peacekeeping mission of MINURCAT. The team initially comprised 1 P-4, 1 P-3 and 1 Field Service positions, which were included in the MINURCAT budget. It is requested that the three posts be transferred to the support account. The proposed staffing and the grade levels are commensurate with the scope of the Mission's operational activities and the range of administrative, logistical and technical support provided by the administration to the Mission's substantive staff, military and police personnel.

563. Moreover, in the 2007/08 financial period, 12 posts were created in the newly established peacekeeping mission of UNAMID. The Office of Resident Oversight in UNAMID is headed by a Senior Resident Auditor (P-5) and comprises eight Resident Auditors (4 P-4 and 4 P-3) and three Audit Assistants (FS). However, after assessing the staffing requirements, the Internal Audit Division proposes to modify the levels of the posts to 1 P-5, 5 P-4, 4 P-3 and 2 FS. The staffing of the Office and grade levels are commensurate with the scope of the mission's operational activities

and the range of administrative, logistical and technical support provided by the Mission Support Division to the mission's substantive staff, military and police personnel.

Abolishment of post: Audit Assistant (GS (OL))

Rejustification of post: Audit Officer (P-4)

564. OIOS is requesting one post at the P-4 level for the audit coverage of MINUSTAH and the decrease of one GS (OL) post for coverage of UNMIK, with the same net number of posts requested at the other missions and the Internal Audit Division approved by Headquarters in the 2007/08 budget. The staffing requirements for 2008/09 are based on the need to provide audit coverage of assessed risks, taken together with the formula for the allocation of resident auditors approved by the General Assembly and the complexity of the mandates and operational environments at each of the peacekeeping entities. On the basis of the results of risk assessments conducted at the peacekeeping missions, the reallocation and transfer of this one post will provide adequate support to strengthening MINUSTAH and will utilize resources where it is most critical.

Conversion of posts: abolishment of 9 NGS posts and establishment of 9 FS posts

565. The Internal Audit Division proposes the abolishment of nine Audit Assistant posts (GS (OL)) in peacekeeping missions and the establishment of nine FS posts for the 2008/09 budget period. Experience has shown that it is very difficult to attract qualified candidates and fill Audit Assistant posts with staff members on mission detail from regular duty stations, which results in high vacancy rates and has a negative impact on the audit work in peacekeeping missions. The generic vacancy announcements elicit insufficient numbers of qualified and suitable candidates. In addition, by its resolution 59/296, the General Assembly decided to establish an overall target of no more than 5 per cent of authorized GS/FS posts across missions, with the exception of those missions in a start-up phase and other exceptional circumstances, to be filled by staff on assignment from Headquarters. Furthermore, the duties of the Audit Assistants involve frequent access to confidential and sensitive information, such as audit findings and supporting documents.

Executive Office

Reclassification of post: (GS (OL) to GS (PL))

566. The Executive Office currently has no Finance Officer post. It has four posts in the Professional category comprising an Executive Officer (P-5), Administrative Officer (P-4), Administrative Officer (P-3) and Budget/Administrative Officer (P-3). The Executive Officer has overall responsibility over the Office, the management of its staff and resources, and decides whether or not to certify proposed expenditures by OIOS as a whole. The incumbent of the Administrative Officer post at the P-4 level spends half of his or her time providing Secretariat services to the OIOS Review Body and the other half on staff administration of OIOS personnel serving in New York. The incumbent of the Administrative Officer post at the P-3 level concentrates on the recruitment of resident oversight staff in peacekeeping missions and related staff administration. Approximately 50 per cent of the Budget/Administrative Officer's time is spent on budgetary and finance matters and the other half on equally time-consuming procurement and general administrative functions.

567. While the functions of the four Professional positions are complementary and flexible, depending on which area(s) urgent requirements pertain to, it must be noted that in an Executive Office operation with approximately 20 duty stations, 16 sources of funding, 2 huge budgets and over a dozen cost plans, the need for officers to perform budget and finance responsibilities separately is justified. With the expanded delegation of authority of OIOS with regard to personnel arrangements, the incumbents of two of the four Professional posts are assigned functions not performed by other Executive Offices, namely, the provision of Secretariat services to the OIOS Review Body and the recruitment and administration of peacekeeping appointees. Other Executive Offices rely on the services of the secretariat of the central review bodies provided by OHRM and on the Field Personnel Division within DFS with regard to recruitment of mission personnel.

568. Bearing in mind the efficient use of resources, instead of proposing a fifth Professional post, OIOS requests the reclassification of the current Budget and Finance Assistant post from the G-6 level to the post of Finance Assistant at the G-7 level, the incumbent of which will perform semi-Professional functions in the area of finance, inter alia, certify obligations and disbursements and ensure the observance of the applicable financial regulations and rules. This would result in a more manageable workload for the incumbent of the Budget/Administrative Officer post at the P-3 level.

569. Concurrently, OIOS acknowledges the continuous need for a GS post to provide both budget and finance assistance. With the closure of the resident investigation units in peacekeeping missions, one of the two support account posts that provide administrative support in peacekeeping-related operations to the OIOS Executive Office could be assigned budget and finance assistant functions.

(g) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$20 135.9	$8 120.9	67.6%

570. The estimate of $20,135,900 would provide for salaries, common staff costs and staff assessment for 94 continuing posts, 61 continuing GTA positions proposed to be converted to posts, 15 Resident Auditor posts transferred from two peacekeeping missions and an increase of 4 proposed new posts (1 P-5, 1 P-4, 1 P-3, 1 GS (OL)) for the Inspection and Evaluation Division.

571. The variance is attributable to 63 GTA positions in the Investigation Division authorized in the 2007/08 financial period, of which 61 are proposed to be converted to posts in the Investigation Division and 2 to be converted to posts and transferred to the Inspection and Evaluation Division in the 2008/09 financial period. The variance is also based on higher standard salary costs.

	Cost estimates	*Variance*	
General temporary assistance	$195.4	($7 123.9)	(97.3%)

572. The provision of $195,400 will provide for 9 months of support at the P-3 level for New York, Nairobi and Vienna (3 months for each regional hub) and 10 months of GS (OL) assistance for the Inspection and Evaluation Division and for the

Executive Office to cover maternity and sick leave as well as peak workload periods in OIOS.

	Cost estimates	*Variance*	
Consultants	**$505.0**	**($6.9)**	**(1.3%)**

573. The consultancy requirements are detailed below:

(United States dollars)

Expertise	*Person/ month*	*Amount*	*Output reference*
Support to multidimensional inspections of peacekeeping operations (Inspection and Evaluation Division)	**6**	**73 000**	**2 to 3 in-depth evaluation reports on the review of effectiveness of peacekeeping operations** **2 to 3 thematic evaluation reports** **2 ad hoc inspection and evaluation reports**
	6	**79 000**	**420 reviews and analysis of misconduct allegations (category I) for decisions as to jurisdiction and investigative action** **120 investigation reports**
Financial auditing and handwriting analysis			**130 referrals to relevant programme managers for comment and action prior to OIOS investigation or closure of case** **20 advisories to DFS and mission management related to proposed category I or conducted category II investigations**
Security (Internal Audit Division)	**3**	**60 000**	**Increased efficiency and effectiveness of peacekeeping operations** **10 audit reports by the United Nations Headquarters auditors**
ICT specialized services (Internal Audit Division)	**5**	**100 000**	**110 audit reports by resident auditors located in peacekeeping missions**
Intra-mission communications systems (Internal Audit Division)	**3**	**50 000**	**2 horizontal audits of cross-cutting issues** **15 risk assessment exercises by resident auditors in peacekeeping missions**
Audit training (Internal Audit Division)		**137 000**	**Increased efficiency and effectiveness of peacekeeping operations** **10 audit reports by the United Nations Headquarters auditors** **110 audit reports by resident auditors located in peacekeeping missions**

Expertise	*Person/ month*	*Amount*	*Output reference*
			2 horizontal audits of cross-cutting issues
			15 risk assessment exercises by resident auditors in peacekeeping missions
Training (Investigation Division)	1	5 000	420 reviews and analysis of misconduct allegations (category I) for decisions as to jurisdiction and investigative action
			120 investigation reports
			130 referrals to relevant programme managers for comment and action prior to OIOS investigation or closure of case
			20 advisories to DFS and mission management related to proposed category I or conducted category II investigations
Personnel (Executive Office)	2	1 000	—
Total		**505 000**	

574. Consultancy funds amounting to $73,000 are needed to provide support to peacekeeping evaluations and inspections in the areas of in-depth, thematic and ad hoc review and risk assessment of important aspects of peacekeeping activities in order to improve the efficiency and effectiveness of peacekeeping operations.

575. The Inspection and Evaluation Division has identified a number of high-risk areas that demand more effective coverage and detailed operational risk analysis for which no in-house expertise is available, such as the evaluation of results-based management frameworks linked to programme performance, peacekeeping technical assessment methods, change management and complex information and systems management evaluations. External know-how and best global talent may also be sought for substantive issues, such as security sector reform, rule of law and other socio-economic aspects of peacekeeping operations. The proposed consultancy funds are essential to enhance the quality of analysis and to complement internally available knowledge and skills in these strategically critical risk areas.

576. The provision of $79,000 will provide for one consultant each for a period of two months for Nairobi, New York and Vienna, to cover such areas as financial auditing and handwriting analysis. Those skills are specialized and are not part of the normal investigator skills set. For that purpose, specialists will be required for those cases in which such skills do not currently exist.

577. The amount of $210,000 will provide for the Internal Audit Division to hire a security expert for $60,000 to consider priority areas, in particular at peacekeeping missions. One or more security experts will be engaged to review the adequacy of security standards in place at selected missions and to provide an outside view of the Organization's contingency and evacuation plans. The funding will also fund specialized ICT services in the amount of $100,000. In the course of an external risk

assessment of the ICT systems of DPKO, a consultant identified several specific ICT systems audits. While the Division has established the ICT audit section and obtained resources for posts, funds are needed in order to conduct specific assignments, with the assistance of consultants. The methodology of supplementing internal resources with specialized external resources as required follows industry standards. It is anticipated that the specialized services will be required in the following areas: information security (for example, ISO 17799 standards); network/Internet infrastructure; and a comprehensive audit of the ERP system. The Division also requires an intra-mission communications system in the amount of $50,000. OIOS has limited ability to review the security and reliability of communications systems used by peacekeeping missions and their ability to function in emergencies.

578. The amount of $137,000 will provide for consultants to conduct two training sessions at UNLB. A training workshop on forensic auditing will be conducted to equip resident auditors with the basic forensic auditing skills to assist them in identifying potential fraudulent activities, for example, fake or falsified financial documents/transactions such as invoices, official receipts, expense vouchers and cheques. Moreover, the funding will provide audit training regarding the recent report of the Secretary-General on the ERP initiative, which indicates that the Secretariat plans to select the new ERP system by the middle of 2008. Once the ERP selection is made, the Internal Audit Division will need to train its staff on the auditing methodologies and techniques specific to the selected application. Therefore, the current training plan identified the cost of courses currently available in the market (for example, by SAP), as a proxy of the expenses that the Division will incur for those training initiatives. The funding will also provide for a training course on risk management to provide resident auditors with an overall knowledge of the enterprise risk management framework/principles. With the adoption of IPSAS by the United Nations, resident auditors must become familiar with those standards in order to ensure effective audits. To that end, a training course on IPSAS will be provided to all auditors. A training course is also required on how to review reports submitted by audit staff and will be provided to all chief resident auditors during the 2008 annual planning conference. The training course is intended to highlight the role of chief resident auditors in the audit and report review processes and specify what to look for when reviewing audit work/reports to increase the quality of audit work and reduce the turnaround time in issuing draft reports. A training course will provide information on the management and monitoring of audit assignments to chief resident auditors and section chiefs to ensure that audits are conducted effectively and efficiently.

579. The requirement of $5,000 will provide for one training consultant for 53 investigators within the Investigation Division from all three duty stations (New York, Vienna and Nairobi) to attend a one-week in-house course on investigation issues each year. It is planned to hold the course in Europe as a central location, with travel costs assessed at approximately $4,000 per person. The requested amount will fund the conference facility and the services of a facilitator/trainer.

580. A provision of $1,000 is required for an off-site two-day capacity and team-building exercise, which is essential to achieve the development goals of the staff of the Executive Office. Enhanced capacity and stronger team effort will enable the Executive Office to cope with growth in OIOS resources administered and the increasing variety of activities that the Office supports. By developing clear, results-

oriented goals and strengthening team spirit, the Executive Office will be able to better identify needs and benefit from team members' knowledge and experience. This will raise the potential of the Executive Office to improve its efficiency, competence and effectiveness and allow it to accomplish its mandate more successfully.

	Cost estimates	*Variance*	
Official travel	$3 192.5	$1 067.3	50.2%

581. The provision of $3,192,500 is necessary for travel requirements, as follows:

(United Nations dollars)

Type of travel	*Amount*	*Output reference*
Evaluation and review (Inspection and Evaluation Division)	206 000	In-depth evaluation reports on the review of peacekeeping operations
Case travel (Investigation Division)	1 882 000	420 reviews and analysis of misconduct allegations (category I) for decisions as to jurisdiction and investigative action 120 investigation reports 130 referrals to relevant programme managers for comment and action prior to OIOS investigation or closure of case 20 advisories to DFS and mission management related to proposed category I or conducted category II investigations
Mission planning and assessment (Internal Audit Division)	256 000	Increased efficiency and effectiveness of peacekeeping operations 10 audit reports by Headquarters auditors 110 audit reports by resident auditors located in peacekeeping missions 2 horizontal audits of cross-cutting issues 15 risk-assessment exercises by resident auditors in peacekeeping missions
Audit training (Internal Audit Division)	521 000	10 audit reports by the United Nations Headquarters auditors 110 audit reports by resident auditors located in peacekeeping missions

Type of travel	*Amount*	*Output reference*
Financial crime and other investigative issues (Investigation Division)	306 000	420 reviews and analysis of misconduct allegations (category I) for decisions as to jurisdiction and investigative action 120 investigation reports 130 referrals to programme managers for comment and action prior to OIOS investigation or closure of case 20 advisories to DFS and mission management related to proposed category I or conducted category II investigations
Conflict resolution (Inspection and Evaluation Division)	22 000	2 in-depth evaluation reports on the review of peacekeeping operations 2 reports on thematic evaluation of peacekeeping operations 2 ad hoc inspection reports on the review of peacekeeping operations
Total	**3 192 500**	

582. An amount of $206,000 is required for the Inspection and Evaluation Division for two staff members to travel to peacekeeping missions for one week each, for a total of 8 to 10 inspections.

583. The amount of $1,882,000 is estimated for 53 investigators from New York (22), Nairobi (19) and Vienna (12) to complete five trips of 20 days each during the 2008/09 financial year for a total of 265 trips. The estimate of $781,000 will provide for staff in New York, $674,500 will provide for staff in Nairobi, and $426,500 will provide for staff in Vienna to travel and conduct and complete case studies.

584. The estimate of $256,000 will provide for funding for chief resident auditors to attend the annual work planning meeting in New York in October 2008. The conference will involve an extensive exchange of ideas relating to the proposed audit assignments that would form part of the annual plan, which is very difficult to do via videoconferencing. In addition, staff members are expected to be physically present at the conference in order to work on and produce an initial draft of the workplan. Moreover, a videoconference would present huge logistical challenges given the number of missions and time differences involved. The resources requested will also provide funding for Headquarters auditors to conduct audit reviews of six peacekeeping missions. Furthermore, Headquarters-based section chiefs will take three trips in connection with the assessment centre exercise.

585. Total travel requirements in connection with scheduled training activities amount to $752,000, as described below:

(a) An amount of $22,000 is required for an advanced training course for three staff members on the evaluation of conflict-resolution interventions aiming to enhance the Division's understanding of the main challenges to conduct evaluation and inspection of conflict-resolution projects focusing on peacekeeping and peacebuilding programmes;

(b) The amount of $94,000 will provide for 20 Investigators in the Investigation Division to attend external courses on advanced investigation techniques. Facilities in London have been selected as the most suitable for such activities. Training will be undertaken in areas of specialization, such as financial crime, IT-related crime and crimes that require forensic investigations;

(c) The amount of $212,000 will provide for funding for training on investigation issues each year with the objective of sharing lessons learned, learning colleagues' effective approaches and standardizing interviewing and report-writing techniques;

(d) The amount of $521,000 will provide for management training courses and other training activities for the Internal Audit Division.

	Cost estimates	*Variance*	
Facilities and infrastructure	$482.7	($5.0)	(1.0%)

586. The provision of $482,700 will cover office supplies and rental of office equipment and furniture for staff using standard costing. The provision also includes an estimate of $80,000 for rental of premises for staff located in Vienna. The variance reflects a decrease in the requirements for A class cabinets for investigators.

	Cost estimates	*Variance*	
Communications	$249.9	$157.1	169.3%

587. The estimate of $249,900 will provide for commercial communications, on the basis of historical trends of utilization and a forecast of expected usage as well as for the acquisition of communications equipment for the incumbents of the proposed new posts based on standard costs. In addition, special equipment is required for DHL services, videoconferencing, Blackberries and a portable global positioning system. The variance reflects an increase in the number of staff who need communications equipment, the resources required for the restructuring of the Investigation Division into regional hubs and an increase in the expected utilization of commercial communications.

	Cost estimates	*Variance*	
Information technology	$818.3	$577.3	239.5%

588. The estimate of $818,300 is requested for the purchase and maintenance of standard IT equipment based on standard service level agreement costs for each workstation in New York, Nairobi and Vienna. Maintenance costs in the field duty stations are absorbed within the respective missions.

589. The provision includes requirements for the replacement and purchase of new desktops, laptops and printers in the amount of $235,400. In addition, the provision includes special equipment for the Investigation Division in the three regional hubs in Vienna, Nairobi and New York for servers, videoconferencing equipment, iLookForensic software, time sheet professional software, digital senders, storage of

image files, Windows Server 2003 terminal servers and other IT equipment, such as USB memory sticks, burners and RSA tokens. The Internal Audit Division also requires special equipment for Paisley licensing and other tools and equipment.

	Cost estimates	*Variance*
Medical services	$1.1	—

590. The estimate of $1,100 is requested for the OIOS share of the medical services of UNON.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$2 365.7	$2 222.7	1 554.3%

591. The amount of $2,069,800 is required for the Procurement Task Force of OIOS which was established in January 2006. The Procurement Task Force is dedicated to monitoring and evaluating large contracts in the peacekeeping missions and other large-scale matters at Headquarters. The areas of attention are fraud, corruption and economic crimes as well as a basic forensic capacity. The resources of the Procurement Task Force would be apportioned on a shared basis between the regular budget (15 per cent) and peacekeeping (85 per cent). The total estimate of the requirements for peacekeeping is $4,139,500 for the 2008/09 financial period, as set forth in the Secretary-General's report on resource requirements for procurement investigations (A/62/520); however, the Task Force is expected to complete its final review of all procurement-related cases by 31 December 2008. Funding is therefore requested for 50 per cent of the total requirement of $4,139,500 in the amount of $2,069,800 for 1 July to 31 December 2008.

592. In addition, an amount of $295,900 is requested for subscriptions, library books and training supplies, materials and services.

E. Executive Office of the Secretary-General

(a) Results-based framework

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 100 per cent of reports to the Security Council and General Assembly and other bodies are submitted by the due date. All documents reviewed and returned within a maximum of four days

Outputs

- Provision of advice for approximately 117 reports of the Secretary-General to the Security Council and General Assembly on peacekeeping issues
- Provision of advice for approximately 300 talking points, including in the preparation of 10 presentations by the Secretary-General to the Security Council
- Approximately 220 letters and notes providing guidance to DPKO or directly to peacekeeping missions

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Provision of comments and guidance to DPKO and missions within five days of the submission of the Secretary-General's reports on peacekeeping missions to the Executive Office of the Secretary-General

Outputs

- Comments and guidance to peacekeeping missions and DPKO on Secretary-General's reports on peacekeeping missions

(b) Human resources requirements

Category	*2007/08*	*2008/09*	*Change*	*Rejustified*[a]
Professional and above				
Under-Secretary-General	—	—	—	—
D-2	—	—	—	—
D-1	1	1	—	—
P-5	2	2	—	—
P-4	1	1	—	—
P-3	—	—	—	—
P-2/P-1	—	—	—	—
Subtotal	4	4	—	—
General Service and other				
Principal level	—	—	—	—
Other level	3	3	—	—
Security Service	—	—	—	—
Subtotal	3	3	—	—
Total	7	7	—	—

[a] In accordance with General Assembly resolution 58/298 (para. 12).

(c) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2006/07)* *(1)*	*Apportionment (2007/08)* *(2)*	*Cost estimates (2008/09)* *(3)*	*Variance* *Amount* *(4)=(3)-(2)*	*Variance* *Percentage* *(5)=(4)÷(2)*
I. Post resources	822.7	1 164.0	1 190.4	26.4	2.3
II. Non-post resources					
General temporary assistance	1.4	45.8	46.2	0.4	0.9
Facilities and infrastructure	—	3.5	3.5	—	—
Communications	22.0	9.8	9.8	—	—
Information technology	6.2	12.6	12.6	—	—
Subtotal II	**29.6**	**71.7**	**72.1**	**0.4**	**0.6**
Total I and II	**852.3**	**1 235.7**	**1 262.5**	**26.8**	**2.2**

(d) Analysis of resource requirements[1]

	Cost estimates	Variance	
Posts	$1 190.4	$26.4	2.3%

593. An amount of $1,190,400 is budgeted for salaries, common staff costs and staff assessment for seven continuing posts. The variance is attributable to an increase in standard salary costs.

	Cost estimates	Variance	
General temporary assistance	$46.2	$0.4	0.9%

594. The proposed amount of $46,200 would provide for six months of GS (OL) GTA to assist the Executive Office during peak periods of activity.

	Cost estimates	Variance	
Facilities and infrastructure	$3.5	—	—

595. The amount of $3,500 will provide for the rental of office equipment and purchase of office supplies for the seven continuing posts at standard rates.

	Cost estimates	Variance	
Communications	$9.8	—	—

596. The amount of $9,800 is proposed to provide commercial communications at standard rates.

	Cost estimates	Variance	
Information technology	$12.6	—	—

597. A provision of $12,600 is proposed for the maintenance of IT equipment, which is based on standard service-level agreement costs. The EOSG peacekeeping share of the central IT infrastructure costs, which ITSD of OCSS is charging all offices on the basis of actual usage of the infrastructure, is centrally administered by DM.

F. Office of the United Nations Ombudsman

(a) Results-based framework

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 100 per cent of cases addressed and action taken within 30 days

Outputs

- Resolution of employment-related problems in 140 cases
- Analysis of 140 cases to identify systemic issues in accordance with the terms of reference of the Office

- **70 meetings with staff of the Field Personnel Division of DFS, peacekeeping mission leadership and senior management**
- **2 visits to peacekeeping missions by staff of OMB; UNAMID and UNMEE**
- **2 quarterly meetings with senior management in United Nations Headquarters**
- **Distribution of 150 information brochures to facilitate equal access to and raise awareness about the Office, in particular among local, national and GS staff**
- **Publication of biannual newsletter on the OMB website**

External factors

The security situation in peacekeeping missions will allow visits

All stakeholders will be available for meetings

(b) Human resources requirements

Category	*2007/08*	*2008/09*	*Change*	*Rejustified*[a]
Professional and above				
Under-Secretary-General	—	—	—	—
D-2	—	—	—	—
D-1	—	—	—	—
P-5	2	2	—	—
P-4	1	1	—	—
P-3	2	2	—	—
P-2/P-1	—	—	—	—
Subtotal	5	5	—	—
General Service and other				
Principal level	—	—	—	—
Other level	3	3	—	—
Security Service	—	—	—	—
Subtotal	3	3	—	—
Total	8	8	—	—

[a] Includes one P-4 and one GS (OL) post until 31 December 2008 only.

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2006/07) (1)	Apportionment (2007/08) (2)	Cost estimates (2008/09) (3)	Variance	
				Amount (4)=(3)-(2)	Percentage (5)=(4)÷(2)
I. Post resources	194.6	279.9	1 122.5	842.6	301.0
II. Non-post resources					
Official travel	57.3	55.2	135.6	80.4	145.7
Facilities and infrastructure	—	1.0	4.0	3.0	300.0
Communications	8.3	2.8	14.0	11.2	400.0
Information technology	1.9	8.6	19.6	11.0	127.9
Other supplies, services and equipment	2.9	4.8	19.8	15.0	312.5
Subtotal II	**70.4**	**72.4**	**193.0**	**120.6**	**166.6**
Total I and II	**265.0**	**352.3**	**1 315.5**	**963.2**	**273.4**

(d) Justification of posts

598. By its resolution 62/228, the General Assembly decided to establish a new, independent, transparent, professionalized, adequately resourced and decentralized system of administration of justice for the United Nations to ensure that individuals and the Organization are held accountable for their actions in accordance with relevant resolutions and regulations, consistent with the relevant rules of international law and the principles of the rule of law and due process. By its resolution 62/238, the Assembly provided resources for the establishment during the 2007/08 period of six posts funded from the support account for OMB, to be outposted to MONUC (1 P-5, 1 P-3 and 1 GS (OL)) and UNMIS (1 P-5, 1 P-3 and 1 GS (OL)).

(e) Analysis of resource requirements[1]

	Cost estimates	Variance	
Posts	$1 122.5	$842.6	301.0%

599. An amount of $1,122,500 is budgeted for salaries, common staff costs, mission subsistence allowance and staff assessment for six continuing posts to be deployed to MONUC and UNMIS (2 P-5, 2 P-3 and 2 GS positions). The amount proposed also includes resources for one continuing post at the P-4 level and one GS (OL) post approved for 2008/09 until 31 December 2008, to cover functions related to addressing cases of complaints from staff in the field. Increased resource requirements are attributable to the establishment by the Assembly of six additional posts and an increase in standard salary costs.

	Cost estimates	Variance	
Official travel	$135.6	$80.4	145.7%

600. Itemization of travel requirements is given below:

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/ assessment/evaluation	69 800	Analyse 140 cases with systemic issues
Training/conference attendance	65 800	Maintenance of highest standards in handling confidential cases and serving as agent for change
Total	**135 600**	

601. The provision of $69,800 would allow one Head of Office and one staff member to travel to two peacekeeping missions. The purpose of the travel is to identify emerging trends, patterns of concern or systemic issues that may exist in the mission.

602. This preventative approach aims to reduce the number of cases and bring awareness of the United Nations Staff Regulations and Rules to all personnel in peacekeeping missions. The number of cases involving staff visiting the Office from peacekeeping missions has increased over the past years, with 203 such cases in 2005/06, 274 in 2006/07 and approximately 280 cases estimated for 2007/08.

603. An amount of $65,800 is proposed for a staff member to attend two three-day advanced Ombudsman training courses and for four staff members (2 branch chiefs from UNMIS and MONUC and 2 supporting case officers) to attend a two-day Ombudsman training course on various aspects of case processing to be hosted by the International Ombudsman Association within the United States of America and Canada. The proposed amount also includes costs for staff to attend the four-day annual conference organized by the Association, which provides valuable networking and learning opportunities for practising Ombudsmen.

	Cost estimates	Variance	
Facilities and infrastructure	$4.0	$3.0	300%

604. The amount of $4,000 provides for office supplies for staff resources at standard rates.

	Cost estimates	Variance	
Communications	$14.0	$11.2	400%

605. The amount of $11,200 is proposed to provide commercial communications, and the amount of $2,800 will provide for the acquisition of standard communications equipment based on standard rates. The variance of $11,200 is attributed to the two newly proposed GTA positions.

	Cost estimates	Variance	
Information technology	$19.6	$11.0	127.9%

606. A provision of $19,600 is proposed for the maintenance of IT equipment, which is based on standard service-level agreement costs. EOSG covers the peacekeeping share of the central IT infrastructure costs on behalf of OMB, which ITSD of OCSS is charging all offices on the basis of actual usage of the infrastructure. The provision covers usage of a number of different services and equipment, including storage, application hosting, connectivity, departmental servers and backup. The variance of $11,000 is attributed to the recently approved six continuing posts to be deployed to MONUC and UNMIS.

	Cost estimates	Variance	
Other supplies, services and equipment	$19.8	$15.0	312.5%

607. The amount of $8,500 is for the distribution of 2,000 brochures by mail; reprint of 3,000 brochures and printing of 3,000 posters regarding the responsibility, awareness and staff assistance of OMB to peacekeeping missions. The provision of $11,300 is also proposed for fees relating to the annual conference of the International Ombudsman Association. The variance of $15,000 is attributable mainly to course fees for the six staff members.

G. Ethics Office

(a) Results-based framework

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Increased number of inquiries received by the Ethics Office for which the Office provided official guidance (2006/07: 176 inquiries; 2007/08: 191; 2008/09: 300)

Outputs

- Provision of United Nations ethics-related advice to staff
- Training of United Nations staff members at Headquarters and offices away from Headquarters

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Increased number of preliminary reviews conducted (2006/07: 53 reviews; 2007/08: 40; 2008/09: 42)
	3.2 Increased percentage of compliance of those required to file (2006/07: 97 per cent; 2007/08: 92 per cent; 2008/09: 97 per cent)

Outputs

- Case reviews to determine whether there are credible cases of retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations
- Administration of the financial disclosure programme

External factors

Cooperation of external parties with preliminary reviews and sharing of all relevant information

(b) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2006/07) (1)	Apportionment (2007/08) (2)	Cost estimates (2008/09) (3)	Variance Amount (4)=(3)-(2)	Variance Percentage (5)=(4)÷(2)
I. Post resources	—	—	—	—	—
II. Non-post resources					
General temporary assistance	—	—	176.2	176.2	—
Consultants	—	—	732.5	732.5	—
Official travel	—	—	20.0	20.0	—
Facilities and infrastructure	—	—	11.0	11.0	—
Communications	—	—	4.2	4.2	—
Information technology	—	—	4.7	4.7	—
Subtotal II	—	—	**948.6**	**948.6**	—
Total I and II	—	—	**948.6**	**948.6**	—

608. The Ethics Office, which reports directly to the Secretary-General, was established within the United Nations Secretariat for the purpose of securing the highest standards of integrity of staff members in accordance with Article 101, paragraph 3, of the Charter of the United Nations, taking into consideration paragraph 161 of the 2005 World Summit Outcome, and pursuant to General Assembly resolution 60/248.

609. The main responsibilities of the Ethics Office are administering the financial disclosure programme (relevant United Nations staff are required to submit forms that address financial disclosure issues); undertaking responsibility for the protection of staff against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations (the Ethics Office is dedicated to assessing the legitimacy of cases and the appropriate course of action); providing confidential guidance to staff on ethical issues, including administering an ethics helpline (the Ethics Office responds to calls and e-mails and holds one-on-one meetings regarding incidences at Headquarters, in peacekeeping missions and at United Nations Office at Geneva, United Nations Office at Vienna and United Nations Office at Nairobi and system-wide where an ethics office does not exist);

developing standards, training and education on ethics issues in coordination with OHRM (the Ethics Office and OHRM participate in a cost-sharing agreement for a training consultant); and other functions the Secretary-General considers appropriate.

610. The structure of the Ethics Office currently comprises six Professional and three GS posts. The Office is funded from the regular budget, and its staff comprises one Director (D-2), one Senior Ethics Officer (P-5), two Ethics Officers (P-4 and P-3), one Assistant Ethics Officer (P-2), one Administrative Officer (P-3), one Ethics Assistant (GS (PL)), one Information Management Assistant and one Office Assistant (2 GS (OL)).

(c) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
General temporary assistance	$176.2	$176.2	—

611. The proposed amount of $176,200 would provide for 12 months of GTA at the P-3 level and 12 months of GS (OL) assistance in support of the financial disclosure programme related to United Nations peacekeeping personnel serving at Headquarters and in the field. As awareness of the programmes of the Ethics Office disseminates throughout the United Nations, the workload of the Office will increase in terms of volume of financial disclosure files, cases and training. The financial disclosure programme is a continuous annual programme. Although the core activity of the programme is the review of files, which is performed by an external consulting firm, the start-up phase will require additional resources to support the initial set-up and development process of the programme. One post at the P-3 level funded from the regular budget is dedicated to the programme; however, all staff are assisting in the set-up and development of the programme. The principal activities of the Office are expected to expand, and staff will need to resume their initial assigned responsibilities. In this context, it is proposed to establish two GTA positions, one for an Ethics Officer at the P-3 level and one for an Office Assistant (GS (OL)), to be funded from the support account.

	Cost estimates	*Variance*	
Consultants	$732.5	$732.5	—

612. Consultancy funds proposed in the amount of $732,500 are described as follows:

(United States dollars)

Expertise	*Person/month*	*Amount*	*Output reference*
Training consultant	6	50 000	Providing training to United Nations staff members at Headquarters as well as offices away from Headquarters
Financial Disclosure Programme		682 500	Administration of the financial disclosure programme
Total		**732 500**	

613. The amount of $732,500 is proposed to retain the services of a consultant specializing in the design and delivery of ethics-related training at United Nations Headquarters and at peacekeeping missions, in fulfilment of one of the four core mandates of the Office; developing standards, training and education on ethics issues. While those activities are considered particularly important in the early stages of the existence of the Ethics Office, there is no dedicated post within the Office to carry out this mandate. The Ethics Office has therefore entered a cost-sharing agreement with OHRM to hire a training consultant. The training included, and would continue to include, ethics-related workshops for Chief Civilian Personnel Officers in peacekeeping missions and training workshops covering ethics and fraud prevention, general ethics, ethics and integrity in procurement, and also customized training for offices, such as the ethics fitness seminar, which is part of the DSS induction course, for which external expertise is required. The amount of $682,500 is proposed for external consultant services for the administration of staff files in connection with the financial disclosure programme. The Ethics Office gathers and compiles all necessary information and transmits the data to the external consultant. Since the inception of the programme, the number of staff participating in it has increased beyond the figures anticipated. While 1,704 statements (603 of which relate to staff working in peacekeeping) were processed in 2006, this number increased to 2,339 (1,036 from peacekeeping staff) in 2007 and stands at approximately 3,100 (1,500 from peacekeeping staff) for the current cycle. The Ethics Office expects that this number will increase to 3,500 for the next budget period.

	Cost estimates	*Variance*	
Official travel	$20	$20	—

614. A limited budget for travel is therefore proposed as follows:

(United States dollars)

Type of travel	*Amount*	*Output reference*
Consultants' travel	20 000	Providing training to United Nations staff members
Total	**20 000**	

615. The amount of $20,000 is related to the travel of a consultant required for ethics-related training that will be provided to staff in peacekeeping missions. As the Ethics Office does not have staff in offices away from Headquarters, it is crucial to ensure that staff in other locations are also being trained and informed about the mandate of the Ethics Office and how the Office can assist in what kind of situations.

	Cost estimates	*Variance*
Facilities and infrastructure	$11.0	$11.0

616. The amount of $11,000 provides for the acquisition of office equipment and supplies for the two GTA positions at standard rates.

	Cost estimates	*Variance*
Communications	$4.2	$4.2

617. The amount of $2,800 is proposed to provide commercial communications and the amount of $1,400 is proposed to provide for the acquisition of standard communications equipment based on standard rates.

	Cost estimates	*Variance*
Information technology	$4.7	$4.7

618. A provision of $4,700 is proposed for the maintenance of IT equipment, which is based on standard service-level agreement costs, and the purchase of two new workstations, at standard rates, for the proposed GTA positions. EOSG covers the peacekeeping share of the central IT infrastructure costs on behalf of the Ethics Office, which ITSD of OCSS is charging all offices on the basis of actual usage of the infrastructure. The provision covers usage of a number of different services and equipment, including storage, application hosting, connectivity, departmental servers and backup.

H. Office of Legal Affairs

(a) Results-based framework

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	**3.1 Liabilities arising out of peacekeeping operations and activities are minimized to the maximum extent practicable versus claims made against the Organization**
	3.2 Absence of instances arising out of peacekeeping operations in which, unless waived, status and privileges and immunities of the Organization are not maintained

Outputs

Provision of 17 work-years of legal support and assistance in the form of legal opinions and advice to all peacekeeping missions and supporting units (DFS, DPKO and the Procurement Division of OCSS, among others), on an as-needed and ongoing basis, regarding:

- **50 legislative aspects of peacekeeping missions, including their governance, and on the applicability of United Nations regulations and rules**
- **100 institutional and operational arrangements (for example, status-of-forces and status-of-mission agreements and other similar agreements, as well as general questions of public international law and rules of engagement), and finalization of agreements with Governments and international organizations concerning such arrangements**
- **15 aspects of investigations into allegations of widespread and systematic violations of humanitarian and human rights law in peacekeeping missions**
- **195 commercial aspects, including contracts and substantial procurement of supplies, logistic support, insurance, demining and similar operations, disposition of assets and air and sea charter arrangements**

- **15 claims with respect to contractual and real property disputes, as well as claims for property damage, personal injury and death**
- **15 financial questions, including formation and interpretation of the financial regulations and rules, treasury operations and complex banking and custody arrangements for peacekeeping operations**
- **5 arbitration or litigation instances, including representation of the Organization before arbitral, judicial and other quasi-judicial and administrative bodies**
- **50 instances of maintaining the privileges and immunities of the United Nations and its peacekeeping operations before judicial, quasi-judicial and other administrative bodies**
- **75 personnel matters, including interpretation and application of the staff regulations and rules, issues of the rights and obligations of staff members, benefits and allowances**
- **5 representations in cases brought under the statute of the United Nations Administrative Tribunal**
- **20 legal aspects of security, including the promulgation and application of the Security Handbook**

External factors

Member States will be supportive of peacekeeping operations through their legal systems; United Nations units involved in peacekeeping operations will seek legal advice in a timely manner, will provide sufficient information for a full legal analysis and will be guided by the advice rendered

(b) Human resources requirements

Category	*2007/08*	*2008/09*	*Change*	*Rejustified*[a]
Professional and above				
Under-Secretary-General	—	—	—	—
D-2	—	—	—	—
D-1	—	—	—	—
P-5	3	4	1	—
P-4	4	9	5	—
P-3	1	1	—	—
P-2/P-1	1	1	—	—
Subtotal	9	15	6	—
General Service and other				
Principal level	—	—	—	—
Other level	2	2	—	—
Security Service	—	—	—	—
Subtotal	2	2	—	—
Total	11	17	6	—

[a] **In accordance with General Assembly resolution 58/298 (para. 12).**

(c) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2006/07) (1)*	*Apportionment (2007/08) (2)*	*Cost estimates (2008/09) (3)*	*Variance*	
				Amount (4)=(3)–(2)	*Percentage (5)=(4)÷(2)*
I. Post resources	1 053.3	1 799.9	2 772.2	972.3	54.0
II. Non-post resources					
General temporary assistance	176.1	598.5	—	(598.5)	(100)
Consultants	—	—	—	—	—
Official travel	21.4	21.6	31.6	10.0	46.3
Facilities and infrastructure	25.7	48.0	48.5	0.5	1.0
Communications	5.2	22.4	29.4	7.0	31.3
Information technology	19.0	98.5	95.6	(2.9)	(2.9)
Other supplies, services and equipment	3.0	3.0	3.0	—	—
Subtotal II	**250.4**	**792.0**	**208.1**	**(583.9)**	**(73.7)**
Total I and II	**1 303.7**	**2 591.9**	**2 980.3**	**388.4**	**15.0**

(d) Justification of posts

Office of the Legal Counsel

Legal Officers (2 P-4)

619. OLC is currently staffed with two Professional posts, one at the P-4 and one at the P-2 level, as well as one GS (OL) post funded from the support account. It is estimated that one third of the work of the Office relates to peacekeeping operations. In the past 12 months, there has been a steadily increasing heavy demand upon OLA for legal advice and assistance with respect to peacekeeping matters. While the workload arising from peacekeeping activities has seen a dramatic increase over the past few years, the number of lawyers in OLC whose positions have been funded from the support account has largely remained unchanged. The amount of time spent by Legal Officers in OLC in dealing with requests for legal assistance relating to peacekeeping operations is significantly more than twice the amount of resources made available to the Office from the support account.

620. The current staffing level is not adequate to meet the following demands: the provision of legal advice concerning the drawdown, liquidation and transitioning of missions, which often entails a steep increase in requests for legal assistance; the provision of legal advice on all aspects of UNMIK, including, in particular, the final status of Kosovo, the role of the European Union and its relationship with UNMIK, and the smooth and orderly transfer of functions to local authorities; and the provision of legal advice concerning institutional reform, for example, the legal aspects involved in eliminating sexual exploitation and abuse in peacekeeping operations and ensuring accountability of members of peacekeeping operations for crimes committed in the mission area.

621. OLA proposes that two Legal Officer positions at the P-4 level be established in the 2008/09 financial period to be funded from the support account. The Legal Officers would deal with the ongoing increase in requests for legal assistance and advice which fall within the particular mandate of OLC, including, in particular, five main areas, each of which involves challenging aspects that require substantial involvement from senior lawyers and management: the provision of legal services with respect to the recent establishment of UNAMID and MINURCAT and the expansion of UNIFIL; the preparation of status-of-mission and status-of-forces agreements and their supplementary arrangements, memorandums of understanding and other agreements with third countries; and arrangements with other armed forces providing military support to the operation, rules of engagement, directives on use of force and detention, standard operating procedures, among others (the Security Council often stipulates that the status-of-forces or status-of-mission agreements be concluded within 30 days of the adoption of the resolution authorizing the deployment of the mission); day-to-day provision of legal advice on a broad range of international legal issues arising with respect to ongoing peacekeeping operations, including interpretation of Council mandates, application and enforcement of the provisions of status-of-forces and status-of-mission agreements, privileges and immunities, security and safety, conduct and discipline, international humanitarian law and boards of inquiry, among others. Ongoing peacekeeping operations generate numerous requests for advice to which OLC often has to respond under very tight deadlines.

622. Other developments, such as the commencement of the work of ICC, have also led to significant demands upon the Office with respect to peacekeeping-related work, in particular with respect to Darfur, the Democratic Republic of the Congo and Côte d'Ivoire. Requests for advice from DPKO have concerned, inter alia, the implementation of the Relationship Agreement between the United Nations and ICC of 4 October 2004; handling requests addressed to DPKO for assistance from the ICC Prosecutor; providing advice to peacekeeping missions on cooperation matters; negotiating and implementing memorandums of understanding; and providing advice and assistance to peacekeeping personnel interviewed by or testifying before the Court. As the work of ICC continues to expand, a corresponding increase in requests for advice from DPKO and individual peacekeeping missions is expected. This is in addition to existing work of this nature involving the interaction of DPKO with the International Tribunal for the Former Yugoslavia, the International Criminal Tribunal for Rwanda and the Special Court for Sierra Leone with respect to requests for documents, and information from former staff members of the United Nations Protection Force, the United Nations Assistance Mission for Rwanda and the United Nations Mission in Sierra Leone.

623. In order to address those requests in a comprehensive and timely fashion, as dictated by operational requirements, OLC requires adequate resources to be able to follow the developments in each mission on a daily basis, if it is to give timely advice. This means that even when there is no pending request from a particular mission at any one time, OLC must keep abreast of developments on the ground as presented in daily situation reports and code cables and must be ready to provide advice on an urgent basis.

General Legal Division

Conversion from GTA: Senior Legal Officer (P-5), 3 Legal Officers (P-4), including one converted from GTA

624. In order to strengthen support to peacekeeping operations, it is proposed to establish in the General Legal Division the post of Senior Legal Officer at the P-5 level and three posts of Legal Officer at the P-4 level. The incumbent of the post of Senior Legal Officer would work independently on complex procurement-related matters. The three Legal Officers would handle the increased number of requests for legal assistance and advice relating to peacekeeping operations, including the provision of legal advice relating to the procurement of complex logistical support, goods and services for peacekeeping operations; procurement of goods and services for day-to-day activities in peacekeeping operations; interpretation and application of administrative law in peacekeeping operations, including the Staff Regulations and Rules, the Financial Regulations and Rules and relevant policies and practices relating thereto; complex claims, arbitrations and other litigation arising out of peacekeeping operations; and institutional and management arrangements related to peacekeeping operations, including ongoing reforms.

625. The increase in workload is driven by heightened procurement activity owing to the significant growth in peacekeeping operations. Procurement activities have grown from $400 million in 1997 to over $2.5 billion in 2007, a sixfold increase. Peacekeeping comprises almost 85 per cent of the entire United Nations procurement activities. It is estimated that one third of the workload of OLA is related to peacekeeping operations.

626. Workload statistics demonstrate that while nine Professional-level posts in OLA are funded from the support account, the provision of legal services in support of peacekeeping operations comprises as much as 45 per cent of the workload of OLC and the General Legal Division combined, the equivalent of more than 15 Professional posts.

627. With ever more complex and expanding requirements for legal advice and assistance arising from procurement activities, from claims and litigation relating to such operations and in respect of the institutional arrangements for peacekeeping operations, the increase in the number and complexity of the demands for legal advice and assistance made on OLA continues to accelerate. Thus, for example, in connection with the Organization's recent and expanding operations and activities in UNMIS and UNAMID, even greater time and effort than before has had to be devoted by senior Legal Officers in providing advice and assistance in respect of a variety of procurement matters, including fuel, food rations, logistics and other supplies. The demand for such efforts is likely only to increase over the coming months and years. In addition to the expanding scope of operational requirements, ongoing efforts to reform the management of the Organization's peacekeeping operations has similarly led to increases in requests for legal assistance concerning the legal regime for managing such operations.

628. The Security Council is increasingly mandating arrangements whereby peace support operations depend on other intergovernmental organizations, States, or groups of States for military or security support and assistance. Such mandates necessitate the negotiation of complex and delicate arrangements for the provision of support. In addition, peacekeeping operations are increasingly providing

logistical support to other actors (for example, MONUC to the European Union security sector reform mission in the Democratic Republic of the Congo, the European Union Police Mission in Kinshasa, and the peacekeeping force of the European Union in the Democratic Republic of the Congo, and UNMIS to AMIS) and even security support (Intelligence Fusion Cell). With respect to the situation in Darfur, considerable work has been carried out in planning and making arrangements for the delivery of the light and heavy support packages from UNMIS to AMIS and planning for the establishment of the transition of AMIS to UNAMID, a hybrid AU-United Nations operation.

629. In order to meet current and future demands for legal advice and assistance relating to peacekeeping operations, further strengthening of the support account-funded staffing establishment of OLA is required, including the proposed conversion to posts of one P-5 and one P-4 GTA positions. The proposal to convert the GTA resources into posts funded from the support account will enable OLA to recruit qualified attorneys to fill those posts.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$2 772.2	$972.3	54%

630. An estimate of $2,772,200 is budgeted for salaries, common staff costs and staff assessment for 11 continuing posts, proposed 4 new posts and the conversion of 2 GTA positions to posts. The variance of $972,300 reflects the addition of four posts, the conversion of two GTA positions to posts and an increase in standard salary costs.

	Cost estimates	*Variance*	
General temporary assistance	—	($598.5)	(100%)

631. The variance of $598,500 is attributable to the proposed conversion to posts of two GTA positions (1 P-5 and 1 P-4).

	Cost estimates	*Variance*	
Official travel	$31.6	$10.0	46.3%

632. The proposed amount of $31,600 would provide for the travel of two staff members to UNAMID and MINURCAT to provide centrally coordinated legal support and assistance and to provide legal advice to all peacekeeping and supporting units on an as-needed and ongoing basis. The variance of $10,000 is attributable to an increase in travel costs to the region.

	Cost estimates	*Variance*	
Facilities and infrastructure	$48.5	$0.5	1.0%

633. The amount of $48,500 would provide for the rental of office equipment, office supplies and furniture based on standard costs.

	Cost estimates	Variance	
Communications	$29.4	$7.0	31.3%

634. The provision of $29,400 would cover commercial communication costs for continuing and newly proposed staff and for the acquisition of communications equipment for the proposed new posts, which is based on increased standard costs.

	Cost estimates	Variance	
Information technology	$95.6	($2.9)	(2.9%)

635. The amount of $45,500 would provide for the maintenance of IT equipment for 11 workstations and the purchase of 4 replacement computers and printers at standard rates. In addition, an amount of $50,100 is required by OLA to cover the peacekeeping share of the central IT infrastructure costs, which ITSD of OCSS is charging all offices on the basis of actual usage of the infrastructure. The provision covers the usage of a number of different services and equipment, including storage, application hosting, connectivity, departmental servers and backup.

	Cost estimates	Variance	
Other supplies, services and equipment	$3.0	—	—

636. The amount of $3,000 would provide resources for the training fees of the Practicing Law Institute. This amount is at the maintenance level.

I. Department of Public Information

(a) Results-based framework

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 35 per cent of the stories distributed are broadcast or incorporated into Web-based news sites by at least 5 regionally represented media outlets

Outputs

- 15 stories per month on topics related to peacekeeping produced and distributed by satellite to more than 700 broadcasters, including 500 clients of Associated Press Television News
- 15 reformatted stories per month uploaded to the Web in broadcast-quality available for download by broadcasters
- Production of 5 additional feature stories a year for the United Nations in Action series and distribution to broadcasters worldwide
- Field production of 2 in-depth reports for the Department's monthly magazine programme, 21st Century
- Production of video for non-broadcast purposes, such as presentations to the Security Council and to potential troop-contributing countries, as needed

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Predeployment mission planning to ensure that mission public information components are adequately planned, resourced and staffed and that communications strategies are prepared to complement the mission concept of operations
	2.2 Deployment of core public information personnel, in conjunction with DPKO and DFS, in line with the mission communications plan within 30 to 90 days after the establishment of a peacekeeping mission by the Security Council

Outputs

- Strategic advice on the communications aspects of planned, newly established or expanded peacekeeping operations
- Predeployment assessment to ascertain public information requirements and communications plan for planned, newly established or expanded peacekeeping operations
- Identification and technical clearance of potential candidates for the public information components of peacekeeping missions

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 80 per cent of surveyed peacekeeping operations indicate satisfaction with the quality of support (2006/07: 80 per cent; 2007/08: 80 per cent)

Outputs

- Provision of strategic guidance and support to 10 peacekeeping missions (MINUSTAH, MINURCAT, MONUC, UNAMID, UNIFIL, UNOCI, UNMIL, UNMIK, UNMIS and UNMIT) in formulating and implementing public information strategies; visits to 4 field missions to provide guidance and support in situ
- Regular advice provided on public information matters to 5 peacekeeping missions (MINURSO, UNDOF, UNFICYP, UNMEE and UNOMIG)
- A 1-week specialized training course for mission and Headquarters public information personnel involved in peacekeeping matters
- Substantive update and maintenance of approximately 120 web pages for 14 peacekeeping missions (MINURCAT, MINURSO, MINUSTAH, MONUC, UNAMID, UNDOF, UNFICYP, UNIFIL, UNMEE, UNMIL, UNMIS, UNMIT, UNOCI and UNOMIG) on the United Nations Headquarters peacekeeping website
- Further development of the United Nations Headquarters peacekeeping website and continuing update and maintenance of approximately 730 web pages maintained by DPI on that site
- Introduction of the content management system to support local mission websites, in cooperation with DPKO and DFS
- Updated policy and guidance manual for public information in United Nations peacekeeping operations
- Briefing of newly appointed mission public information personnel on mission and United Nations Headquarters communications requirements and priorities

External factors

Peacekeeping external partners and stakeholders will cooperate in public information matters

(b) Human resources requirements

Category	*2007/08*	*2008/09*	*Change*	*Rejustified*[a]
Professional and above				
Under-Secretary-General	—	—	—	—
D-2	—	—	—	—
D-1	—	—	—	—
P-5	—	—	—	—
P-4	2	2	—	—
P-3	—	—	—	—
P-2/P-1	1	1	—	—
Subtotal	3	3	—	—
General Service and other				
Principal level	—	—	—	—
Other level	1	1	—	—
Security Service	—	—	—	—
Subtotal	1	1	—	—
Total	4	4	—	—

[a] In accordance with General Assembly resolution 58/298 (para. 12).

(c) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2006/07) (1)*	*Apportionment (2007/08) (2)*	*Cost estimates (2008/09) (3)*	*Variance*	
				Amount (4)=(3)−(2)	*Percentage (5)=(4)÷(2)*
I. Post resources	392.4	504.5	608.7	104.2	20.7
II. Non-post resources					
Consultants	9.5	5.3	10.8	5.5	103.8
Official travel	43.2	53.4	79.5	26.1	48.9
Facilities and infrastructure	1.0	22.0	2.0	(20.0)	(90.9)
Communications	2.9	8.4	5.6	(2.8)	(33.3)
Information technology	—	19.1	16.9	(2.2)	(11.5)
Other supplies, services and equipment	2.4	6.0	6.0	—	—
Subtotal II	59.0	114.2	120.8	6.6	5.8
Total I and II	451.4	618.7	729.5	110.8	17.9

(d) Justification of posts

637. The main responsibilities of DPI are to promote global awareness and enhanced understanding of the work and issues of the United Nations and to help fulfil the substantive aims of the United Nations by strategically communicating the activities and concerns of the Organization in order to achieve the greatest public impact.

638. The staffing establishment of DPI that supports peacekeeping operations includes three Professional and one GS (OL) positions funded from the support account and five Professional and three GS posts financed from the regular budget.

639. The incumbents of two posts at the P-4 level work in the Peace and Security Section of the Strategic Communications Division and focus primarily on providing strategic guidance and backstopping support to the public information components of United Nations peacekeeping operations, arranging for training to public information personnel in the field and supervising maintenance of the peacekeeping website on the United Nations home page. The incumbents of the Production Associate post at the P-2 level and the Production Assistant post (GS (OL)) support UNifeed, the centralized platform for the distribution of peacekeeping material at Headquarters, where all the news material is coordinated and standardized, both editorially and technically, then formatted into a daily news bulletin which reaches approximately 600 broadcasters globally through the Associated Press Television News Global Video Wire and the European Broadcasting Union. The Production Associate contributes significantly to the process of developing new material for peacekeeping missions, which includes coordinating delivery of footage, directing camera crews to gather information, assisting with video editing, liaising with video editing for standard conversion and coordinating translation and adaptation of scripts. The Production Assistant drafts synopses and prepares final scripts with exact timings, obtains clearances and copyrights, and arranges payments for the use of commercial archive materials and royalty fees for music, when necessary.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$608.7	$104.2	20.7%

640. The estimated amount of $608,700 is calculated on the basis of salaries, common staff costs and staff assessment for four continuing posts, two at the P-4 level, one at the P-2 level and one GS (OL).

	Cost estimates	*Variance*	
Consultants	$10.8	$5.5	103.8%

641. The requirements for consultants are outlined below:

(United States dollars)

Expertise	*Amount*	*Output reference*
Media technology, relations, coordination and planning	10 800	To establish strategic guidance and support for effective public information capacity in a new peacekeeping mission and develop an appropriate communications strategy
Total	**10 800**	

642. The amount of $10,800 would cover the cost for three consultants to conduct training for a one-week specialized course for all mission and Headquarters public information personnel selected for possible rapid redeployment. The training course would focus on media relations, policy coordination with partners and operational and logistical planning during the rapid deployment phase of newly established missions. The training is essential for updating the skills of the staff concerned, given the rapid changes occurring in the media world and when necessary expertise in media technology and planning is not available internally. The variance of $5,500 is attributable to the request for an additional instructor, whose technical communications expertise and practical knowledge of the most modern audio-visual technology appropriate for field conditions would be required to provide practical training for staff in peacekeeping missions.

	Cost estimates	*Variance*	
Official travel	$79.5	$26.1	48.9%

643. The travel requirements are detailed below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Public information guidance and coordination	33 400	Provision of strategic guidance and support from Headquarters and in situ to 5 peacekeeping missions in formulation and implementation of public information strategies
Training	46 100	—
Total	**79 500**	

644. The amount of $33,400 is proposed for official travel of staff to four peacekeeping missions to plan public information activities and coordinate objectives. The requested resources would provide for four visits by one Department of Public Information staff member to four missions to work directly with mission personnel in the development of public information strategies and activities to enhance efficient implementation of the public information plan of action. The

planned visits are to UNAMID, UNMIL, MINUSTAH and UNOCI. The variance is attributed to an additional planned trip for 2008/09.

645. The amount of $46,100 is proposed for the travel of three consultants and three Headquarters staff to direct and facilitate a one-week specialized training course at UNLB on multimedia relations to peacekeeping missions and Headquarters public information personnel for rapid redeployment. The variance is due to the addition of one technical communications expert/trainer with practical knowledge of the most modern audio-visual technology appropriate for field conditions to cover the more technical focus planned for the 2008/09 course and an additional in-house staff member. The course planned for 2008/09 will cover a variety of more complex specialized technical issues in the areas of media relations, policy coordination with partners and strategic, operational and logistical planning, as well as the most recent technical developments in the field of broadcast and information technology. Given the rapid changes occurring in the media world and the expertise and skills necessary in media technology and planning, the course would require the input of outside experts in those fields. Previous experience shows that at least two professional course facilitators/trainers with a strong and up to date communications background and at least one technical communications expert/trainer with practical knowledge are required.

	Cost estimates	*Variance*	
Facilities and infrastructure	$2.0	($20.0)	(90.9%)

646. The estimated amount of $2,000 would provide for the cost of office supplies and office furniture for four continuing posts. The variance of $20,000 is attributable to alterations and office furniture purchased in connection with two new posts proposed in the prior period.

	Cost estimates	*Variance*	
Communications	$5.6	($2.8)	(33.3%)

647. The amount of $5,600 is proposed to provide commercial communications based on standard rates. The variance of $2,800 is attributable to the acquisition of standard communications equipment in the prior period.

	Cost estimates	*Variance*	
Information technology	$16.9	($2.2)	(11.5%)

648. A provision of $7,200 is proposed for the maintenance and repair of IT equipment, which is based on standard service-level agreement costs. Included is an amount of $9,700 to cover the peacekeeping share of the central IT infrastructure costs, which ITSD of OCSS is charging all offices on the basis of actual usage of the infrastructure is proposed. The provision covers usage of a number of different services and equipment, including storage, application hosting, connectivity, departmental servers and backup.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$6.0	—	—

649. An amount of $6,000 would provide for the rental of equipment to conduct a one-week training course at UNLB ($3,000) and the purchase of supplies for the training ($3,000).

J. Department of Safety and Security

(a) Results-based framework

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Implementation by peacekeeping missions of all (100 per cent) of DSS recommendations based on security standards, policy, guidance, directives, plans, procedures and security management reviews
	3.2 Deployment of all (100 per cent) contingency assistance staff from Headquarters within 72 hours

Outputs

- 21 review reports, resulting from mission security assistance visits, for the security management of DPKO peacekeeping missions: MINURSO, MINURCAT (2), MINUSTAH, MONUC (2), UNAMID (2), UNDOF, UNFICYP, UNIFIL (2), UNMEE, UNMIK, UNMIL, UNMIS (2), UNMIT, UNOCI, UNOMIG (2)
- Review reports, resulting from security assistance visits, for the security management of DFS logistics and communications facilities at UNLB
- Security training for the security management teams in 14 peacekeeping missions (approximately 340 persons) in MINURSO, MINURCAT, MINUSTAH, MONUC, UNAMID, UNDOF, UNFICYP, UNIFIL, UNMEE, UNMIL, UNMIS, UNMIT, UNOCI and UNOMIG
- Compilation of 261 daily security inputs to the DSS daily security report
- Compilation of 4 Division of Regional Operations security status reports relating to 17 peacekeeping missions
- Regular provision of advice to the security focal points of United Nations funds, programmes and agencies on security issues in 15 mission areas where United Nations agencies are present within an integrated mission structure or in an area in which the Head of Mission is also the designated official for security
- Preparation of 20 external DSS memorandums of understanding, security arrangements and security support concepts
- Organization and conduct of four sessions with the DSS-DPKO-DFS Standing Committee on Security
- Organization and conduct of one DSS-DPKO-DFS security training workshop for chief security advisers, chief security officers, security advisers and officers-in-charge of security of 20 DPKO-directed or supported missions
- Security training for 4 DPKO senior mission leaders' courses

- Security briefings for DPKO Heads of Mission, Force Commanders and Police Commissioners, both individually upon their assignments and at annual conferences
- Regular security briefings for DFS
- Security presentations to two sessions of the Special Committee on Peacekeeping Operations
- Review of 17 peacekeeping mission security-related budget proposals and performance reports
- Preparation of monthly recommendations for priorities of recruitment for security officers for field missions
- Screening of 3,000 applicants for selection as internationally recruited security personnel for peacekeeping missions
- Screening of 750 candidates for close protection vacancies in peacekeeping missions
- Threat assessments of close protection arrangements in respect of 17 Heads of Mission
- 25 visits to peacekeeping missions in order to assess and advise on close protection arrangements
- 17 strategic threat assessments, 18 follow-up operational threat assessments and 17 individual threat assessments to support 17 DPKO-directed missions and UNLB
- Review of 34 mission threat assessments prepared by peacekeeping missions
- DSS security information management course for a total of 20 security information analysts
- Training of 1,240 security and safety personnel on security policies and procedures as they relate to the authorities and functions of security officers; use of force; firearms-qualification with tactical modifications according to mission threat level; defensive tactics, including spontaneous protection enabling accelerated response defensive techniques, expandable baton, oleoresin capsicum spray and handcuffing techniques; fire safety; and hazardous materials to include equipment usage, prevention and evacuation procedures
- Specialized training of 1,240 security and safety personnel in security awareness that will include the development and delivery of a number of special training modules: access control procedures; X-ray screening for passengers and baggage screening; use of walk-through and hand-held metal detectors; vehicle screening procedures to include inspection at entry points; setting up and safe operation of vehicle checkpoints; surveillance detection; terrorist threats; improvised explosive device detection and procedures for first responder; threat assessment and procedures for vehicle-borne improvised explosive devices; and security awareness to increase security officers' understanding of the effects of aggression, presumed compliance and mental conditioning
- Specialized firearms training and qualification to include Glock 19 pistol, MP5 personal defence weapon, M4 carbine, G36 rifle and other types of weapons
- 4 close protection courses for a total of 72 close protection officers for field missions
- Provision of the most current firearms training standards to peacekeeping missions
- Annual assessment, selection and specialized training of 48 additional close protection officers
- Establishment of a certification database for close protection officers in peacekeeping missions
- On-site assessment and evaluation reports of United Nations security units in 17 peacekeeping missions in the delivery of training modules to ensure quality and consistency of training personnel, training management and successful delivery of current and future programmes of instruction, training facilities and equipment

- **Rapid deployment of training teams to train security personnel to meet the needs of contingencies, as required**
- **Rapid deployment of security officers to provide emergency support to DPKO-directed peacekeeping missions, as required**
- **Rapid deployment of stress counsellors to provide emergency critical incident stress management to DPKO-directed and supported peacekeeping missions, as required**
- **Annual psychosocial training and development and harmonization of procedures of support services for 18 Secretariat-affiliated counsellors from DPKO-directed peacekeeping missions**
- **1 critical incident stress management training course for 10 DSS-DPKO-DFS stress counsellors**
- **Deployment of a Critical Incident Stress Management Unit counsellor to provide stress management, advice, assessment of staff's psychosocial well-being and peer helper training in 10 missions (MINURCAT, MONUC, UNAMID, UNIFIL, UNMEE, UNMIK, UNMIL, UNMIS, UNMIT and UNOCI)**

External factors

United Nations peacekeeping partners and local institutions will cooperate on security matters

(b) Human resources requirements

Category	*2007/08*	*2008/09*	*Change*	*Refustified*[a]
Professional and above				
Under-Secretary-General	—	—	—	—
D-2	—	—	—	—
D-1	—	—	—	—
P-5	1	1	—	—
P-4	6	6	—	—
P-3	5	5	—	—
P-2/P-1	1	1	—	—
Subtotal	**13**	**13**	—	—
General Service and other				
Principal level	—	—	—	—
Other level	2	2	—	—
Security Service	3	5	2	—
Subtotal	**5**	**7**	**2**	—
Total	**18**	**20**	**2**	—

[a] In accordance with General Assembly resolution 58/298 (para. 12).

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2006/07) (1)	Apportionment (2007/08) (2)	Cost estimates (2008/09) (3)	Variance	
				Amount (4)=(3)-(2)	Percentage (5)=(4)÷(2)
I. Post resources	1 565.5	2 239.7	2 829.1	589.4	26.3
II. Non-post resources					
General temporary assistance	—	141.1	—	(141.1)	(100)
Consultants	40.0	16.6	—	(16.6)	(100)
Official travel	485.3	463.9	768.9	305.0	65.7
Facilities and infrastructure	4.9	90.0	30.0	(60.0)	(66.7)
Communications	16.8	39.2	30.8	(8.4)	(21.4)
Information technology	—	78.9	66.1	(12.8)	(16.2)
Other supplies, services and equipment	—	58.5	114.8	56.3	96.2
Subtotal II	**547.0**	**888.2**	**1 010.6**	**122.4**	**13.8**
Total I and II	**2 112.5**	**3 127.9**	**3 839.7**	**711.8**	**22.8**

(d) Justification of posts

Training Instructors (2 S-3)

650. The staffing establishment of DSS currently includes 13 Professional, 2 GS (OL) and 3 Security Service positions funded from the support account.

651. Posts in the Mission Support Unit of the Field Support Training and Development Section within DSS include one Training Coordinator (P-3), one Associate Training Officer (P-2) and three Training Instructors (Security Service); the Peacekeeping Operations Support Service comprises nine Security Coordination Officers (Security Service); one Senior Security Coordination Officer (P-5), four Security Coordination Officers (4 P-4), four Security Coordination Officers (4 P-3) and two Administrative Assistants (2 GS (OL)). In addition, a Stress Counsellor (P-4) and a Security Information Officer (P-4) work with the Department's Critical Incident Stress Management Unit and Threat and Risk Analysis Unit, respectively, including the 13 posts funded from the support account.

652. The Mission Support Unit provides training support focused on approximately 1,400 international and 2,200 national United Nations Security Officers serving in peacekeeping missions and to the 340 security officers of the Security and Safety Service, New York, in specialized areas such as firearms trainer certification; weapons qualification and requalification; close protection operations; personal defence tactics; surveillance detection; fire and safety; and first aid. While the Mission Support Unit has the expertise to develop other specialized programmes, this has not been possible owing to staffing constraints. Training subjects delivered by the Mission Support Unit are generally common to both peacekeeping missions and the Safety and Security Service of DSS at Headquarters. The Unit conducts assessment, selection and training of personnel from States Members of the United

Nations who serve, as United Nations staff members for one year, in close protection teams in four field missions. The Training Coordinator and Associate Training Officer design and manage in close coordination with the DSS Peacekeeping Operations Support Service and the DSS Protection Coordination Unit, the annual training programmes for peacekeeping missions in those specialized areas. The three Training Instructors deliver training programmes in the field missions. Specialized training currently provided by the Mission Support Unit requires the continuation of the currently approved posts in order to provide training in specialized areas to ensure qualification and requalification of United Nations Security Officers. In view of the expansion of peacekeeping operations, in particular, in connection with the establishment of UNAMID and MINURCAT, the staffing establishment of the Unit would require further strengthening to maintain the level of essential training support to missions, as well as to the Safety and Security Service at Headquarters.

653. Accordingly, it is proposed to establish two additional posts of Training Instructor (Security Service) to increase the capacity of the Mission Support Unit to meet the increased training, assessment and qualification requirements in the field. The incumbents of the two posts will, in combination with the current three Training Instructors, constitute training teams comprising supervising instructors and instructors that will allow better management and implementation of the training courses. The incumbents of the proposed two new posts will support the general and specialized security training currently provided by the Mission Support Unit in a wide range of training subjects. They will also be responsible for annual assessment and recruitment of United Nations Member State personal protection services and personnel offered to support the Organization; annual training of Member States' personal protection personnel prior to their assignment and deployment to United Nations protective security operations; on-site support to close protection centre of excellence programmes to include four month-long close protection training courses per year; assessment, certification and re-certification of United Nations instructors assigned to training units in the field missions; and monitoring of instructional standards, methods, materials and resources. In addition, the Training Instructors will develop and maintain a qualification database for all close protection officers. This will greatly facilitate the recruitment, training and deployment of close protection officers to field missions and for field contingencies. During the 2006/07 period, the current Training Instructors conducted 13 major training missions to 8 peacekeeping missions, with each visit lasting not less than one week and more often extending to two or three weeks. With the additional posts, support to peacekeeping missions would increase significantly and would cover additional missions. In addition, the new posts will allow for instructor development and career progression.

654. During the previous budget period, the Mission Support Unit provided training services for a total of 579 personnel in 12 missions. However, owing to staffing constraints, requests for training from the additional missions could not be entertained. Attempts have been made to share mission Training Instructors among missions. However, the pool of instructors is inadequate, and qualified mission-based instructors are usually committed to their individual missions and are generally not available to assist the Mission Support Unit. The establishment of the two Training Instructor posts will provide the depth and capacity to address mission

needs for training of their security personnel resulting from the ongoing expansion of peacekeeping operations.

(e) Analysis of resource requirements[1]

	Cost estimates	Variance	
Posts	$2 892.1	$652.4	29.1%

655. An estimate of $2,892,100 is budgeted for salaries, common staff cost and staff assessment for 18 continuing posts and 2 proposed new posts. The variance of $652,400 reflects the increase in standard costs for the 18 previously approved posts and provisions made for the 2 additional posts.

	Cost estimates	Variance	
General temporary assistance	—	($141.0)	(100%)

656. The variance of $141,000 is attributable to discontinuation of GTA provisions required for new missions in their start-up phase in the prior period owing to the completion of the planned activities and arrangements for those particular missions.

	Cost estimates	Variance	
Consultants	—	($16.6)	(100%)

657. The variance of $16,600 is attributable to the completion of a review of technical specifications and standards for security equipment, provisions for which were made in the prior period.

	Cost estimates	Variance	
Official travel	$768.9	$305.0	65.7%

658. The travel requirements are detailed below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Threat assessment visits	82 700	Development of 17 strategic threat assessments, 18 follow-up operational threat assessments and 17 individual threat assessments to support 17 DPKO-directed missions and UNLB
Security management review	174 900	24 security review reports
Critical incident stress management course	50 000	Stress management or peer helper training at 11 missions
Defensive Tactics Course	10 300	Defensive tactics training for 5 security protection officers in DPKO

Type of travel	*Amount*	*Output reference*
Mission Support Unit close protection training	20 100	Specialized training of 1,240 security and safety personnel in security awareness that will include the development and delivery of a number of special training modules
Submachine gun course	24 000	
Simunition training course	10 200	
Mission Support Unit support training	247 000	
Improvised explosive devices recognition and response	13 100	
High-risk environment personal security detail course	24 000	Provision of basic and advanced (high risk) close protection training for close protection details in peacekeeping operations that entails training of personnel in policy, procedures and best practices, firearms and tactics for personal protection operations, driving and convoy operations for close protection
Personal security detail driver training	16 500	Annual assessment, selection and specialized training of 48 close protection officers that are deployed, as United Nations staff members for one year, to missions' close protection teams
Refresher training programme emergency support	16 400	Rapid deployment of security officers to provide emergency support to DPKO-directed missions
Annual DSS-DPKO-DFS security workshop	52 900	Organization and conduct of one DSS -DPKO-DFS security training workshop for Chief Security Advisers, Chief Security Officers, Security Advisers and officers-in-charge of security of 20 DPKO-directed or supported missions
Annual DSS security information management workshop	26 800	Organization and conduct of one DSS security information management course for a total of 20 security information analysts
Total	**768 900**	

659. An amount of $82,700 is proposed for senior security officers to travel to six peacekeeping missions to conduct strategic/operational security assessments.

660. An amount of $174,900 is proposed for senior staff to visit 15 peacekeeping missions and UNLB to conduct security management reviews. The reviews would include inspection and evaluation of compliance with security plans, as well as updates of and modifications to security plans. The amount proposed would also allow senior staff to participate, on the same trip, in training for security management teams at UNLB.

661. An amount of $50,000 is proposed for the Stress Counsellor in the Stress Counselling Unit of DSS to travel to 11 missions to provide psychosocial support to mission personnel on various issues, including team-building, stress management, burnout, coping with change, conflict management and coping with loss and death. The Stress Counsellor would provide tools to promote healing after trauma both to individuals and within a group setting.

662. An amount of $10,300 is proposed for five DSS training instructors to participate in a five-day defensive tactics course, which would train and qualify the participants as instructors on security techniques to include basic and advanced expandable baton, handcuffing and oleoresin capsicum spray. The training will enable the instructors to provide training required for security officers in peacekeeping missions.

663. An amount of $20,100 is proposed for a personnel security detail course to train at least 48 close protection officers, provided by Member States at the request of the United Nations, in a high-risk environment, on how to avoid ambushes, take proactive defensive measures to reduce risk to individuals who require protection and respond effectively to any possible attack.

664. An amount of $24,000 is proposed for a submachine gun course to train six Security and Safety Service instructors, which would supplement the personnel security detail training course. The instructors in turn would train at least 48 close protection officers provided by Member States at the request of the United Nations in the proper operation of submachine guns within the context of the use of force policy of the United Nations.

665. An amount of $10,200 is proposed for a Simunition training course for up to six Security and Safety Service training instructors. The participants would be certified as instructors to conduct force-on-force, reality-based training scenarios using Simunition FX Marking Cartridges for security and safety personnel (Security and FS Officers) in peacekeeping missions.

666. An amount of $247,000 is proposed for two training instructors from the Mission Support Unit to visit 11 missions in order to provide training to mission security officers in the areas of close protection, firearms training and certifications, firearms instructor recertification, skill enhancement training and defensive tactics. In addition, close protection assessment and selection will be conducted in parallel with training.

667. An amount of $13,100 is proposed for the training of six instructors to participate in a five-day training course in improvised explosive device recognition and response for the first responder. The training would provide instructors with the skills and knowledge necessary to conduct training for security officers in peacekeeping missions and protection personnel provided by Member States who are deployed in high-risk missions.

668. An amount of $24,000 is proposed for the training of six instructors to participate in a 10-day course on high-risk environment personal security detail, after which the participants would qualify as instructors on high-risk environment protective operations and prepare instructors to deliver close protection training modules and conduct assessments of peacekeeping close protection units.

669. An amount of $16,500 is proposed for the training of six instructors to participate in a five-day course on personal security detail driver training. The course would provide instructors of driving techniques for close protection operations with the skills and knowledge necessary to conduct protection training for security officers in peacekeeping missions and assessment and training of protection personnel provided by Member States who are deployed in high-risk missions.

670. An amount of $16,400 is proposed for a two-week DSS refresher training programme for two Security Coordination Officers to enhance their professional expertise and increase their capacity to provide emergency support for contingencies in DPKO-directed missions.

671. An amount of $52,900 is proposed for the Mission Support Unit to support training of Chief Security Advisers/Officers and their deputies to attend the annual peacekeeping mission security training workshop and to undergo training in system-wide security risk management methodology.

672. An amount of $26,800 is proposed for the DSS Threat and Risk Unit Security Information Management Officer and two specialist instructors to travel to UNLB to coordinate and conduct the DSS security information management course.

	Cost estimates	*Variance*	
Facilities and infrastructure	$30.0	($60.0)	(66.7%)

673. The amount of $30,000 would provide for the purchase of office supplies and rental of office equipment for the 18 continuing and 2 proposed new posts. The variance of $60,000 is attributable to decreased requirements for the acquisition of furniture and office supplies, as well as to reduced requirements for the rental of equipment.

	Cost estimates	*Variance*	
Communications	$30.8	($8.4)	(21.4%)

674. The amount of $30,800 would provide for commercial communications, at the standard rate, for the 18 continuing and 2 proposed new posts. The amount includes $2,800 proposed for the acquisition of communications equipment. The decrease of $8,400 is attributable to requirements for the two proposed posts compared to requirements for six posts approved for 2007/08.

	Cost estimates	*Variance*	
Information technology	$66.1	($12.8)	(16.2%)

675. The proposed amount of $66,100 includes a provision of $36,000 for the maintenance and repair of IT equipment and $5,200 for the acquisition of equipment for the two proposed posts, which are based on standard costs. Included is an amount of $24,900 to cover the peacekeeping share of the central IT infrastructure costs, which ITSD of OCSS is charging all offices on the basis of actual usage of the infrastructure. The provision covers usage of a number of different services and equipment, including storage, application hosting, connectivity, departmental servers and backup. The decrease of $12,800 is attributable to requirements for the two proposed posts compared to requirements for six posts approved for the 2007/08 period.

	Cost estimates	*Variance*	
Other supplies, services and equipment	**$114.8**	**$56.3**	**96.2%**

676. The proposed amount of $114,800 would provide resources to cover the cost of the production of training materials and course fees related to the annual security training workshop, defensive tactics training, security information management workshop, the close protection officers training, the submachine gun course, high-risk environment security detail training, personal security detail driver training, the Simunition training, the improvised explosive devices training and the Mission Support Unit security training. The variance of $56,300 is attributed to the expansion of training programmes.

IV. Action to be taken by the General Assembly

677. The actions to be taken by the General Assembly are as follows:

(a) To approve the support account requirements amounting to $287,651,700 for the 12-month period from 1 July 2008 to 30 June 2009;

(b) To decide not to transfer the amount of $2,014,000 included in the amount of $7,097,000 previously authorized in its resolution 61/279, representing the excess of the authorized level of the Peacekeeping Reserve Fund utilized to finance the requirements of the support account in respect of the period from 1 July 2007 to 30 June 2008;

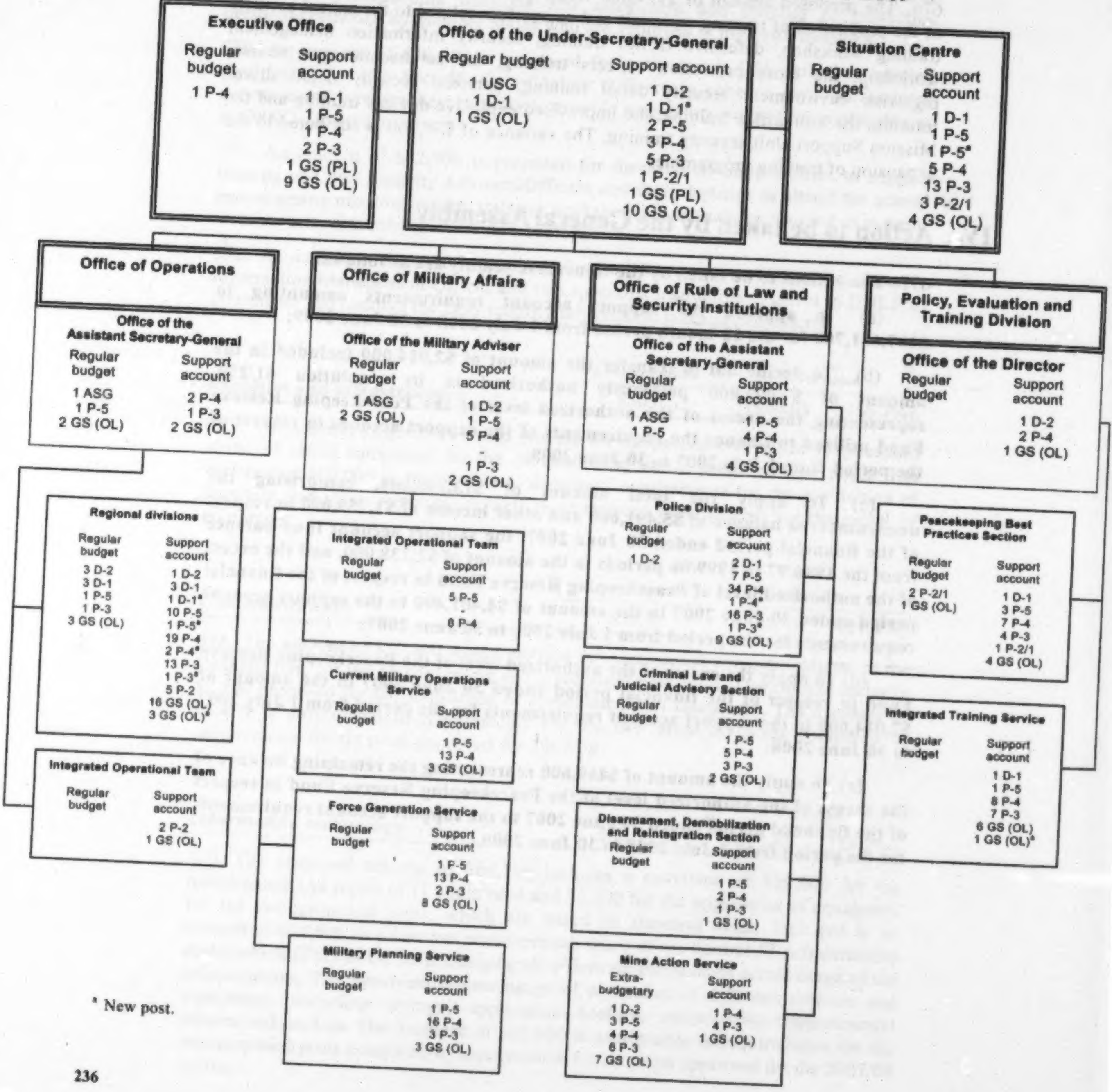
(c) To apply the total amount of $13,790,000, comprising the unencumbered balance of $5,491,600 and other income of $1,759,000 in respect of the financial period ended 30 June 2007, the support account fund balance from the 1996/97 to 1999/00 periods in the amount of $2,138,000, and the excess of the authorized level of Peacekeeping Reserve Fund in respect of the financial period ended 30 June 2007 in the amount of $4,401,400 to the support account requirements for the period from 1 July 2006 to 30 June 2007;

(d) To apply the excess of the authorized level of the Peacekeeping Reserve Fund in respect of the financial period ended 30 June 2007 in the amount of $2,014,000 to the support account requirements for the period from 1 July 2007 to 30 June 2008;

(e) To apply the amount of $469,600 representing the remaining balance of the excess of the authorized level of the Peacekeeping Reserve Fund in respect of the financial period ended 30 June 2007 to the support account requirements for the period from 1 July 2008 to 30 June 2009.

Annex I

Proposed staffing of the Department of Peacekeeping Operations for the period from 1 July 2008 to 30 June 2009



Executive Office

Regular budget	Support account
1 P-4	1 D-1 1 P-5 1 P-4 2 P-3 1 GS (PL) 9 GS (OL)

Office of the Under-Secretary-General

Regular budget	Support account
1 USG 1 D-1 1 GS (OL)	1 D-2 1 D-1[a] 2 P-5 3 P-4 5 P-3 1 P-2/1 1 GS (PL) 10 GS (OL)

Situation Centre

Regular budget	Support account
	1 D-1 1 P-5 1 P-5[a] 5 P-4 13 P-3 3 P-2/1 4 GS (OL)

Office of Operations

Office of the Assistant Secretary-General

Regular budget	Support account
1 ASG 1 P-5 2 GS (OL)	2 P-4 1 P-3 2 GS (OL)

Regional divisions

Regular budget	Support account
3 D-2 3 D-1 1 P-5 1 P-3 3 GS (OL)	1 D-2 3 D-1 1 D-1[a] 10 P-5 1 P-5[a] 19 P-4 2 P-4[a] 13 P-3 1 P-3[a] 5 P-2 16 GS (OL) 3 GS (OL)[a]

Integrated Operational Team

Regular budget	Support account
	2 P-2 1 GS (OL)

Office of Military Affairs

Office of the Military Adviser

Regular budget	Support account
1 ASG 2 GS (OL)	1 D-2 1 P-5 5 P-4 1 P-3 2 GS (OL)

Integrated Operational Team

Regular budget	Support account
	5 P-5 8 P-4

Current Military Operations Service

Regular budget	Support account
	1 P-5 13 P-4 3 GS (OL)

Force Generation Service

Regular budget	Support account
	1 P-5 13 P-4 2 P-3 8 GS (OL)

Military Planning Service

Regular budget	Support account
	1 P-5 16 P-4 3 P-3 3 GS (OL)

Office of Rule of Law and Security Institutions

Office of the Assistant Secretary-General

Regular budget	Support account
1 ASG 1 P-5	1 P-5 4 P-4 1 P-3 4 GS (OL)

Police Division

Regular budget	Support account
1 D-2	2 D-1 7 P-5 34 P-4 1 P-4[a] 16 P-3 1 P-3[a] 9 GS (OL)

Criminal Law and Judicial Advisory Section

Regular budget	Support account
	1 P-5 5 P-4 3 P-3 2 GS (OL)

Disarmament, Demobilization and Reintegration Section

Regular budget	Support account
	1 P-5 2 P-4 1 P-3 1 GS (OL)

Mine Action Service

Extra-budgetary	Support account
1 D-2 3 P-5 4 P-4 6 P-3 7 GS (OL)	1 P-4 4 P-3 1 GS (OL)

Policy, Evaluation and Training Division

Office of the Director

Regular budget	Support account
	1 D-2 2 P-4 1 GS (OL)

Peacekeeping Best Practices Section

Regular budget	Support account
2 P-2/1 1 GS (OL)	1 D-1 3 P-5 7 P-4 4 P-3 1 P-2/1 4 GS (OL)

Integrated Training Service

Regular budget	Support account
	1 D-1 1 P-5 8 P-4 7 P-3 6 GS (OL) 1 GS (OL)[a]

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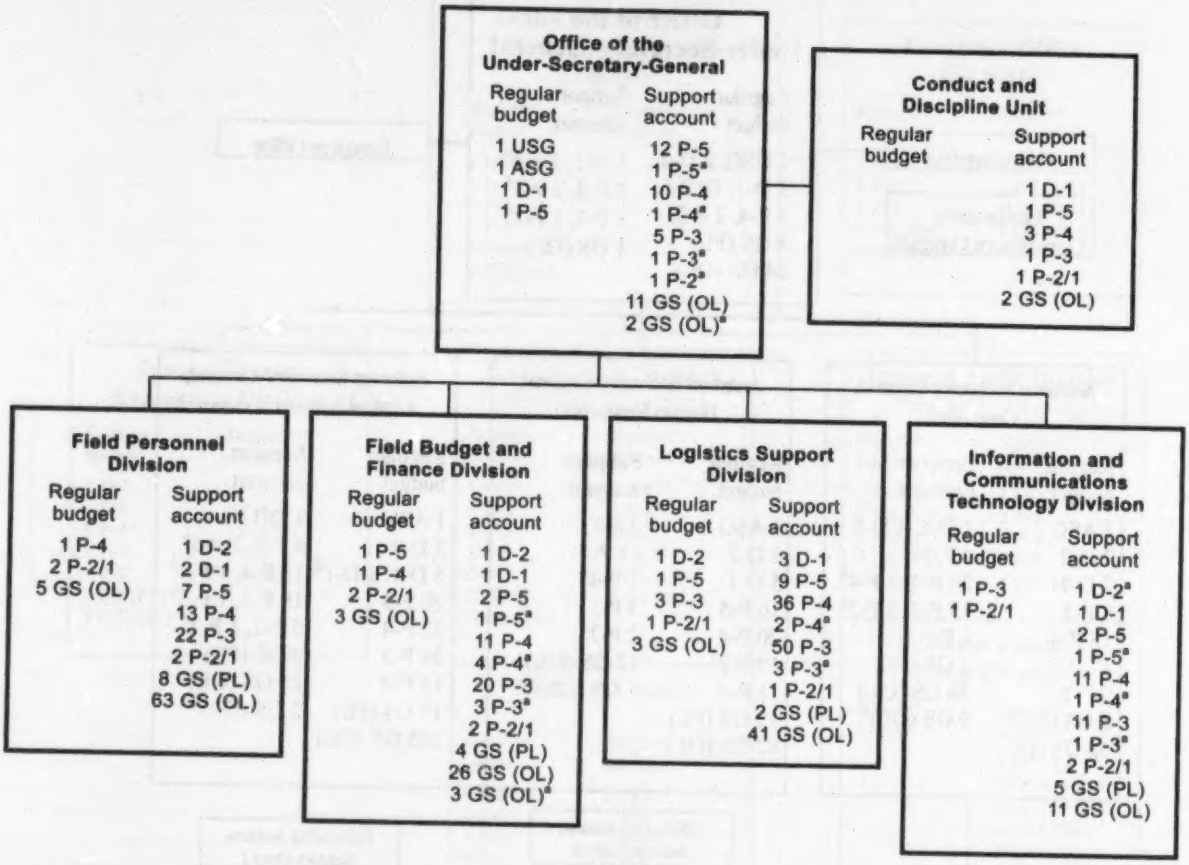
[a] New post.

Annex II

Proposed staffing of the Department of Field Support for the period from 1 July 2008 to 30 June 2009



Office of the Under-Secretary-General

Regular budget	Support account
1 USG	12 P-5
1 ASG	1 P-5[a]
1 D-1	10 P-4
1 P-5	1 P-4[a]
	5 P-3
	1 P-3[a]
	1 P-2[a]
	11 GS (OL)
	2 GS (OL)[a]

Conduct and Discipline Unit

Regular budget	Support account
	1 D-1
	1 P-5
	3 P-4
	1 P-3
	1 P-2/1
	2 GS (OL)

Field Personnel Division

Regular budget	Support account
1 P-4	1 D-2
2 P-2/1	2 D-1
5 GS (OL)	7 P-5
	13 P-4
	22 P-3
	2 P-2/1
	8 GS (PL)
	63 GS (OL)

Field Budget and Finance Division

Regular budget	Support account
1 P-5	1 D-2
1 P-4	1 D-1
2 P-2/1	2 P-5
3 GS (OL)	1 P-5[a]
	11 P-4
	4 P-4[a]
	20 P-3
	3 P-3[a]
	2 P-2/1
	4 GS (PL)
	26 GS (OL)
	3 GS (OL)[a]

Logistics Support Division

Regular budget	Support account
1 D-2	3 D-1
1 P-5	9 P-5
3 P-3	36 P-4
1 P-2/1	2 P-4[a]
3 GS (OL)	50 P-3
	3 P-3[a]
	1 P-2/1
	2 GS (PL)
	41 GS (OL)

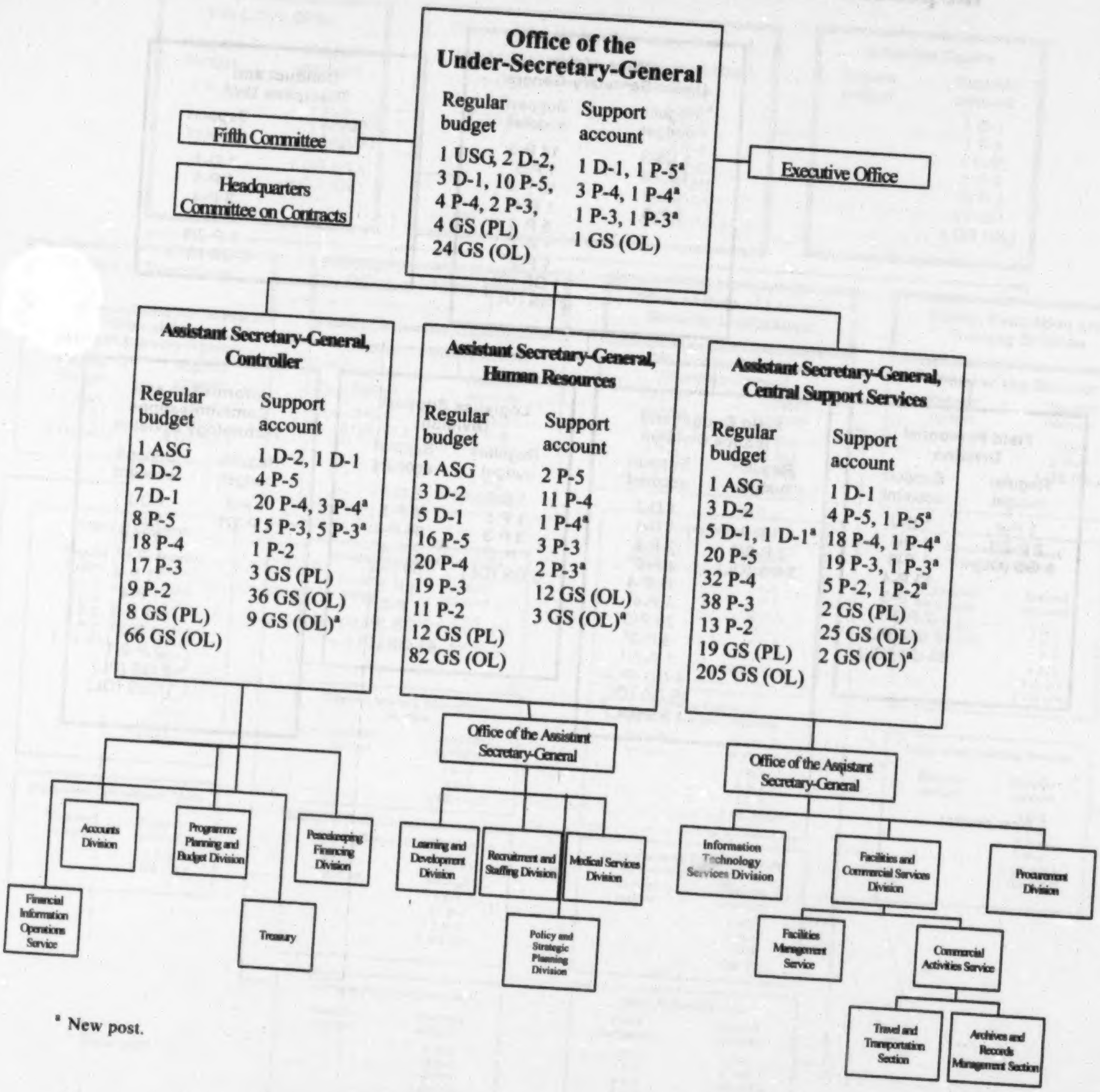
Information and Communications Technology Division

Regular budget	Support account
1 P-3	1 D-2[a]
1 P-2/1	1 D-1
	2 P-5
	1 P-5[a]
	11 P-4
	1 P-4[a]
	11 P-3
	1 P-3[a]
	2 P-2/1
	5 GS (PL)
	11 GS (OL)

[a] New post(s).

Annex III

Proposed staffing of the Department of Management for the period from 1 July 2008 to 30 June 2009


Office of the Under-Secretary-General
Regular budget
1 USG, 2 D-2, 3 D-1, 10 P-5, 4 P-4, 2 P-3, 4 GS (PL) 24 GS (OL)
Support account
1 D-1, 1 P-5[a] 3 P-4, 1 P-4[a] 1 P-3, 1 P-3[a] 1 GS (OL)
Fifth Committee
Headquarters Committee on Contracts
Executive Office
Assistant Secretary-General, Controller
Regular budget
1 ASG 2 D-2 7 D-1 8 P-5 18 P-4 17 P-3 9 P-2 8 GS (PL) 66 GS (OL)
Support account
1 D-2, 1 D-1 4 P-5 20 P-4, 3 P-4[a] 15 P-3, 5 P-3[a] 1 P-2 3 GS (PL) 36 GS (OL) 9 GS (OL)[a]
Assistant Secretary-General, Human Resources
Regular budget
1 ASG 3 D-2 5 D-1 16 P-5 20 P-4 19 P-3 11 P-2 12 GS (PL) 82 GS (OL)
Support account
2 P-5 11 P-4 1 P-4[a] 3 P-3 2 P-3[a] 12 GS (OL) 3 GS (OL)[a]
Assistant Secretary-General, Central Support Services
Regular budget
1 ASG 3 D-2 5 D-1, 1 D-1[a] 20 P-5 32 P-4 38 P-3 13 P-2 19 GS (PL) 205 GS (OL)
Support account
1 D-1 4 P-5, 1 P-5[a] 18 P-4, 1 P-4[a] 19 P-3, 1 P-3[a] 5 P-2, 1 P-2[a] 2 GS (PL) 25 GS (OL) 2 GS (OL)[a]
Accounts Division
Programme Planning and Budget Division
Peacekeeping Financing Division
Financial Information Operations Service
Treasury
Office of the Assistant Secretary-General
Learning and Development Division
Recruitment and Staffing Division
Medical Services Division
Policy and Strategic Planning Division
Office of the Assistant Secretary-General
Information Technology Services Division
Facilities and Commercial Services Division
Procurement Division
Facilities Management Service
Commercial Activities Service
Travel and Transportation Section
Archives and Records Management Section

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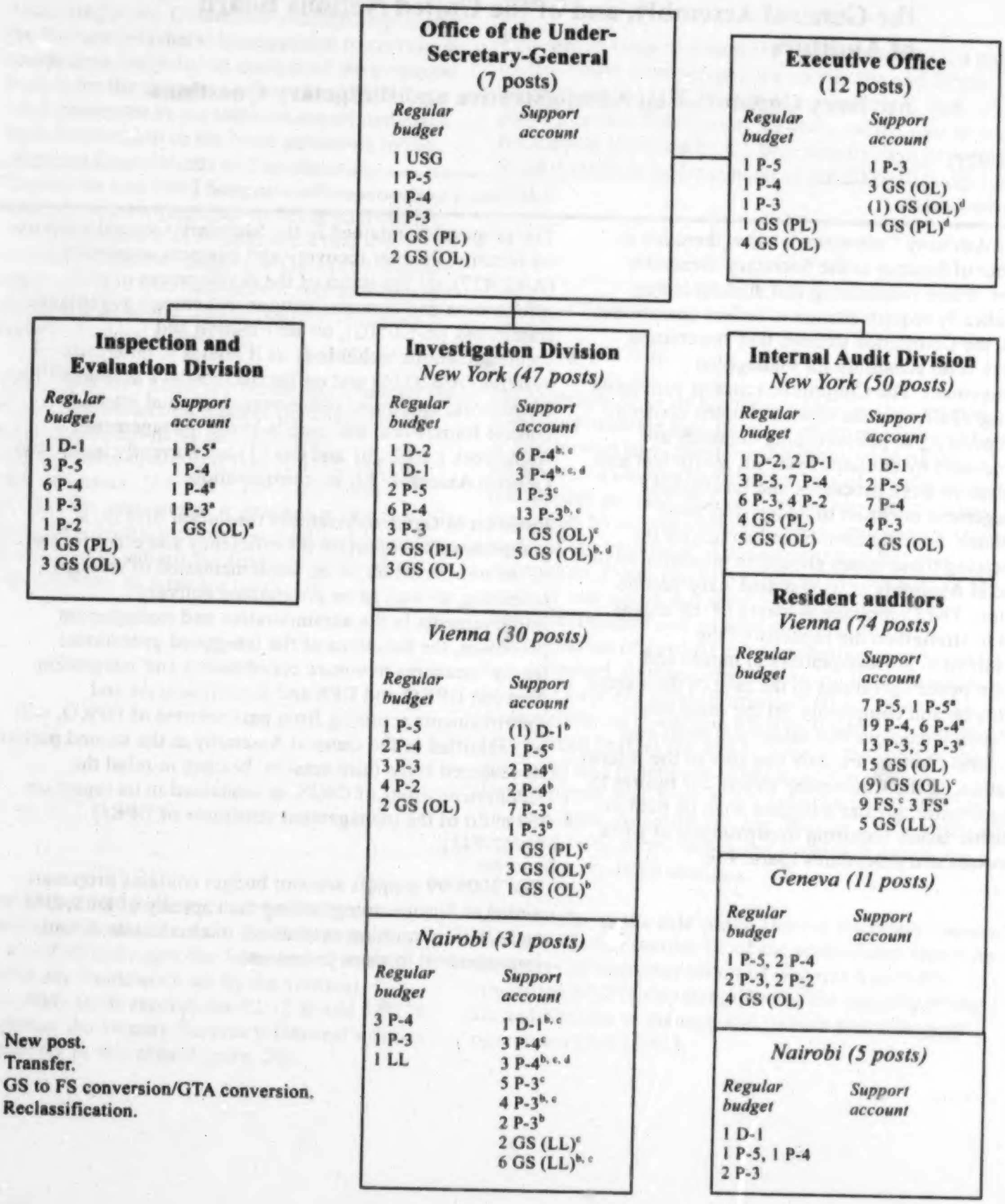
[a] New post.

Annex IV

Proposed staffing of the Office of Internal Oversight Services for the period from 1 July 2008 to 30 June 2009



Office of the Under-Secretary-General
(7 posts)

Regular budget	*Support account*
1 USG	
1 P-5	
1 P-4	
1 P-3	
1 GS (PL)	
2 GS (OL)	

Executive Office
(12 posts)

Regular budget	*Support account*
1 P-5	1 P-3
1 P-4	3 GS (OL)
1 P-3	(1) GS (OL)[d]
1 GS (PL)	1 GS (PL)[d]
4 GS (OL)	

Inspection and Evaluation Division

Regular budget	*Support account*
1 D-1	1 P-5[a]
3 P-5	1 P-4
6 P-4	1 P-4[a]
1 P-3	1 P-3[a]
1 P-2	1 GS (OL)[a]
1 GS (PL)	
3 GS (OL)	

Investigation Division
New York (47 posts)

Regular budget	*Support account*
1 D-2	6 P-4[b, c]
1 D-1	3 P-4[b, c, d]
2 P-5	1 P-3[c]
6 P-4	13 P-3[b, c]
3 P-3	1 GS (OL)[c]
2 GS (PL)	5 GS (OL)[b, d]
3 GS (OL)	

Vienna (30 posts)

Regular budget	*Support account*
1 P-5	(1) D-1[b]
2 P-4	1 P-5[c]
3 P-3	2 P-4[c]
4 P-2	2 P-4[b]
2 GS (OL)	7 P-3[c]
	1 P-3[b]
	1 GS (PL)[c]
	3 GS (OL)[c]
	1 GS (OL)[b]

Nairobi (31 posts)

Regular budget	*Support account*
3 P-4	1 D-1[b, c]
1 P-3	3 P-4[c]
1 LL	3 P-4[b, c, d]
	5 P-3[c]
	4 P-3[b, c]
	2 P-3[b]
	2 GS (LL)[c]
	6 GS (LL)[b, c]

Internal Audit Division
New York (50 posts)

Regular budget	*Support account*
1 D-2, 2 D-1	1 D-1
3 P-5, 7 P-4	2 P-5
6 P-3, 4 P-2	7 P-4
4 GS (PL)	4 P-3
5 GS (OL)	4 GS (OL)

Resident auditors
Vienna (74 posts)

Regular budget	*Support account*
	7 P-5, 1 P-5[a]
	19 P-4, 6 P-4[a]
	13 P-3, 5 P-3[a]
	15 GS (OL)
	(9) GS (OL)[c]
	9 FS,[c] 3 FS[a]
	5 GS (LL)

Geneva (11 posts)

Regular budget	*Support account*
1 P-5, 2 P-4	
2 P-3, 2 P-2	
4 GS (OL)	

Nairobi (5 posts)

Regular budget	*Support account*
1 D-1	
1 P-5, 1 P-4	
2 P-3	

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[a] New post.

[b] Transfer.

[c] GS to FS conversion/GTA conversion.

[d] Reclassification.

Annex V

Summary of follow-up action taken to implement the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly, and of the United Nations Board of Auditors

A. Advisory Committee on Administrative and Budgetary Questions

(A/61/937)

Request/recommendation	*Action taken to implement request/recommendation*
In the Advisory Committee's view, there are a number of lacunae in the Secretary-General's report. While recognizing that structures may periodically require change to reflect operational need, the Committee stresses that structural change is no substitute for managerial improvement. The Committee remains convinced that the challenges the United Nations confronts in responding to peacekeeping demands are exacerbated by outdated systems, inefficient and duplicative work processes and insufficient management attention to addressing these problems. Specific time-bound strategies for addressing these issues should be presented to the General Assembly at its resumed sixty-second session. The Committee is aware of the urgent need to strengthen the capacity of the Organization at Headquarters to mount and sustain peace operations in the face of their surge in volume and complexity. At the same time, however, it cautions that additional posts and structural changes are only one part of the reform equation. In the Committee's view, for reform to be successful, greater attention must be paid to systemic issues requiring improvement of work processes and procedures (para. 14).	The proposals contained in the Secretary-General's reports on security, disaster recovery and business continuity (A/62/477), on the status of the development of an information and communications technology governance framework (A/62/502), on information and communications technology as it relates to enterprise systems (A/62/510) and on the Secretariat's accountability framework, enterprise risk management and internal control framework, and results-based management framework (A/62/701 and Corr.1) are currently before the General Assembly for its consideration. Pursuant to General Assembly resolution 61/279, a comprehensive report on the efficiency and effectiveness of the new structure in the implementation of mission mandates, as well as on programme delivery, improvements in the administrative and management processes, the functions of the integrated operational teams, measures to ensure coordination and integration between DPKO and DFS and the efficiencies and improvements resulting from past reforms of DPKO, will be submitted to the General Assembly at the second part of its resumed sixty-third session, bearing in mind the recommendations of OIOS, as contained in its report on the audit of the management structures of DPKO (A/61/743). The 2008/09 support account budget contains proposals aimed at further strengthening the capacity of DFS, DM and OIOS in mission evaluation, internal controls and improvement in work processes.

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee also notes that, in some cases, functions have been transferred without a commensurate reduction in resources in the originating department or section. Accordingly, the Committee recommends that the Secretary-General be requested to review comprehensively, in the context of the proposed budget for the support account for 2009/10, the work processes in the relevant departments and their relationship to the work processes in the proposed Departments of Peacekeeping Operations and Field Support, with a view to streamlining staffing and avoiding duplication. The Committee also recommends that the Secretary-General, subject to General Assembly approval, take into account the role and future development of the United Nations Logistics Base at Brindisi (para. 17).	Pursuant to General Assembly resolution 61/279, a comprehensive report (see above) will be submitted to the Assembly at the second part of its resumed sixty-third session. Pursuant to General Assembly resolution 61/277, a report on the longer-term perspective on the role and future development of UNLB, addressing, inter alia, the basis for placing certain functions at the Base, taking into account the support provided by the host country, will be submitted to the Assembly in the context of the 2009/10 budget for UNLB.
The Committee notes the comments made by the Board of Auditors on matters pertaining to the support account in its last report on peacekeeping operations (see A/61/5, Vol. II, chap. II, paras. 261-291). The Committee stresses the importance it attaches to the analysis [evolution of the support account] and urges the Secretariat to submit the findings of the study as expeditiously as possible (para. 19).	In paragraph 32 of its resolution 61/279, the General Assembly recalled paragraph 13 of its resolution 60/268 and reiterated its request for the submission of the findings of a comprehensive analysis of the evolution of the support account. Pursuant to the request contained in paragraph 13 of resolution 60/268, a preliminary external study of the evolution of the support account was undertaken. Upon careful review of the findings of the study, it was noted that they were primarily of a theoretical nature and no new approach to the determination of support account staffing requirements was proposed. Furthermore, following the restructuring of DPKO and the establishment of DFS approved by the Assembly in its resolution 61/279, it will be necessary to take a fresh look at the whole issue in the light of the structural and functional changes within the two Departments, which are expected to be completed by 30 June 2008. Accordingly, the findings of the study are expected to be submitted to the Assembly during its resumed sixty-third session.
The Committee believes that the Deputy Secretary-General's role in the reform needs to be clarified and urges the Secretary-General, within the framework set by the General Assembly in its resolutions 52/12 B and 52/220, to define the Deputy Secretary-General's duties explicitly in this regard (para. 20).	Information on the role of the Deputy Secretary-General was provided in section III of the preliminary report on the status of implementation of General Assembly resolution 61/279 on strengthening the capacity of the United Nations to manage and sustain peacekeeping operations (A/62/741).

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee also recommends an evaluation of the Peacekeeping Best Practices Section in the light of accumulated experience (para. 91).	The recommendation of the Advisory Committee is addressed in the report of the Secretary-General on peacekeeping best practices (A/62/593 and Corr.1).
The Committee recommends that the Secretary-General be requested to submit the report requested in resolution 61/246 as expeditiously as possible. The report should provide adequate supporting background information for restructuring proposals and, in that context, should fully take into account the Committee's concerns, as expressed in the paragraphs above, regarding the internal control regime and segregation of functions, the delegation of authority, the need for improvements in procurement business processes and issues surrounding the phasing in of any structural changes that might be approved, and should also provide information on best practices in other organizations. The Committee recalls that, under the Financial Regulations and Rules of the United Nations, the Under-Secretary-General for Management is responsible for the procurement functions of the Organization (para. 130).	The recommendation of the Advisory Committee is addressed in the comprehensive report on United Nations procurement activities (A/62/525) currently before the General Assembly for its consideration, together with the report of OIOS on the audit of the application of the best value for money principle in United Nations procurement (A/61/846) and the note by the Secretary-General transmitting his comments of the report of OIOS (A/61/846/Add.1).

B. Board of Auditors

(A/61/5 (Vol. II))

Recommendations to the Secretary-General	*Action taken to implement recommendations*
The Board recommends that the Administration reassess the apportionment of amounts allocated to the support account to optimize the use of such funds (para. 281).	Stringent procedures for the review of departments' and offices' proposed support account requirements have been implemented, and the proposed support account budgets are subject to the scrutiny of ACABQ and the General Assembly. OPPBA will further improve the planning and budgeting processes in the context of the preparation of the proposed support account budget for the 2009/10 period.

Recommendations to the Secretary-General	*Action taken to implement recommendations*
The Board recommends that the Administration use the full set of criteria [set out in the report of the Secretary-General on the support account for peacekeeping operations dated 18 September 1990 (A/45/493)] for posts necessary for providing backstopping to peacekeeping operations (para. 285).	In February 2008, all Executive Officers of departments and offices funded from the support account were requested to review the criteria set out in the report of the Secretary-General (A/45/493), bearing in mind the context in which they were set out, for example, prior to the formal establishment by the General Assembly of the peacekeeping operations support account and the then existing ad hoc nature of the backstopping of peacekeeping operations, whereby the authority for the establishment of the peacekeeping backstopping posts was under the Secretary-General's authority. The Administration will continue following up on responses.
The Board recommends that the Administration ensure that job descriptions and workplans provide adequate, clear/specific, consistent and updated information to facilitate review and verification of the use of posts as intended (para. 290).	In February 2008, Heads of departments and offices funded from the support account were requested to address the observations of BOA relating to the appropriate documentation of the utilization of the resources provided under the support account for peacekeeping operations in the context of the completion of the workplans by incumbents of the support account posts for the 2008/09 period, as well as in the evaluation of the implementation of workplans for the 2007/08 period so that individual staff members' workplans and evaluations provide adequate, clear and specific, and consistent and updated information to facilitate review and verification of the use of support account posts as intended and reflect activities related to peacekeeping. At the same time, the Administration reiterates its comment that it wishes to maintain the current approach that such support is within the overall functional responsibilities of the unit or section concerned and that programme managers have flexibility in utilizing the totality of resources to achieve the objectives set out in the results-based budgeting frameworks and the strategic framework.